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ABSTRACT

In this study of child care center wages, benefits, and working conditions, questionnaires were completed by directors and senior staff at 129 centers in Montgomery County, Maryland. Survey findings on staff education and experience indicated that 34 percent of staff had a bachelor's degree or higher. A typical staff member had 5.5 years of experience, but 30 percent of staff had been in their present job for less than a year. Findings on wages indicated that average salaries in the county were $14,997 a year for the average child care worker, $16,515 for senior staff, and $19,614 for staff with a master's degree. The annual staff turnover rate was 34 percent. Results also indicated that over 80 percent of centers provided their workers with paid holidays, vacations, sick leave, and health insurance. Over 70 percent of centers provided annual cost of living and merit salary increases and reduced-cost child care to staff. Findings concerning staff attitudes revealed that factors which helped centers retain workers were enjoyment of working with children and fellow staff members. Appendixes include a list of six references, copies of the two survey questionnaires, and a copy of the cover letter that accompanied the questionnaires. (BC)

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Montgomery County Government

Wage and Benefits Survey Of Child Care Center Staff In Montgomery County

Department of Family Resources

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April 1991 • Rockville, Maryland

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Wage and Benefits Survey Of Child Care Center Staff In Montgomery County

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April 1991

Revised Effective August 1, 1991

MONTGOMERY COUNTY GOVERNMENT
DEPARTMENT OF FAMILY RESOURCES

Charles L. Short, Director

DIVISION OF PROGRAM DEVELOPMENT AND PLANNING

Robert A. DeBernardis, Chief

This survey of child care wages, benefits, working conditions and staff attitudes was a project of the Montgomery County Department of Family Resources involving the Division of Program Development and Planning, the Child Care Division and the Economic Issues Committee of the Montgomery County Commission on Child Care.

Kenneth M. Steger, Planning Specialist, Division of Program Development and Planning, designed the survey forms and data bases, analyzed the data and wrote the report. Friederike M. Murphy, Principal Administrative Aide, prepared the graphics, statistical tables and word processing documents.

Many other people contributed significantly to the final product, particularly (1) Beth Molesworth, Child Care Resource Specialist for the Child Care Division, (2) Fran Abrams, Chair of the Economic Issues Committee for the Commission on Child Care, and (3) the Committee members themselves.

Ms. Abrams' committee helped design and revise the survey questions. Ms. Molesworth, who staffs the Commission on Child Care and served as liaison to the Child Care Division, was a constant source of continued support and expertise on child care issues. Child Care Connection typeset the questionnaire forms used in the project. GEICO contributed all the printing, stationery, postage and mailing services for getting the survey distributed and returned. Pam Humphrey, President of the Organization of Child Care Directors, organized telephone follow-up calls. Many, many child care center directors and senior staff members gave their time to provide us with the basic data for this report.

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APPENDIX A: References Cited In Text

APPENDIX B: Main Questionnaire

APPENDIX C: Senior Staff Questionnaire

APPENDIX D: Cover Letter & Flyer About Prizes

NOTE: Every chapter of this report contains a brief concluding section entitled "Summary and Conclusions".

CHAPTER I

I. INTRODUCTION

Background And Purpose Of This Study

This survey to document child care center wages, benefits and working conditions was a joint effort of the Montgomery County Department of Family Resources and the Montgomery County Commission On Child Care with the cooperation of the Organization of Child Care Directors and all the center directors and senior staff who agreed to participate in the study.

The study was requested by the Economic Issues Committee of Commission on Child Care which is studying child care provider compensation and staff turnover. Based on their own experience in child care programs, the Committee members were very concerned about the numbers of people they saw leaving the child care field for better compensation in other jobs. The Committee sought credible data to verify their observations and to assess the extent of the problem in the County. The problem already had been documented elsewhere in the country and the Committee relied on those studies to frame their request for data.

The Director of the Department of Family Resources assigned the Division of Program Development and Planning to conduct the survey and analyze the data, provided that the Committee could obtain the donation of printing and mailing services. GEICO, a national automobile insurance company headquartered in Chevy Chase, Maryland, generously responded by providing all of the paper, envelopes, printing, and postage for the distribution of the survey and the postage-paid replies.

The surveys were mailed in late October of 1990 and returned during November. To assist in gaining a high rate of return, members of the Organization of Child Care Directors, a local advocacy group, telephoned centers that had not returned questionnaires to encourage them to do so. The resulting high response rate may be interpreted as an indication of the high level of interest in this topic among child care providers.

Demographic Information On Montgomery County, Maryland

Montgomery County, which lies just northwest of Washington, D.C. boundary line, is a fairly large affluent area with a current population of over 757,000 people and a 1989 median family income of $56,260. Forty-one percent (41%) of the employed residents work outside the County borders in Washington, D.C., northern Virginia or elsewhere in Maryland.

In 1987, 52,800 or roughly 21% of all the households in the County were single parent households, and two-thirds of all the working age women were employed. Almost two-thirds (63.3%) of the women with children under six years old were working full-time, and 28.1% were working part-time.

According to a recent study of the working poor in Montgomery County, the minimum income needed to adequately support a family of three in 1989 was roughly $20,000 or $9.61 an hour. [5, p. 114] At that time the average (used) single family "detached" home in the County sold for $200,000 and the average used townhouse sold for $118,000. New homes were even more expensive.

Methodology

The National Child Care Staffing Study, a landmark study conducted in 1988, utilized a combination of classroom observations, child assessments, teaching staff interviews, center director interviews, screening calls, and follow-up telephone interviews to explore how child care workers and their working conditions affected the caliber of center-based child care in the United States.[1]

Project staff collected this information on site at 227 child care centers in Atlanta, Boston, Detroit, Phoenix, and Seattle. The project was coordinated by the Child Care Employee Project, a "resource and advocacy organization dedicated to improving child care quality through better wages and working conditions for child care staff." [2]

Subsequent to the national study, a number of state and city surveys were conducted throughout the United States by various government staffs utilizing a lengthy, 24-page questionnaire developed and recommended for that purpose by the Child Care Employee Project. Although these cities and states all used the same mail-out questionnaire, the Child Care Employee Project advises that the results are not directly comparable, because different communities utilized different sampling strategies.

The present study utilized a six-page questionnaire type-set back-to-back on three pages. (Appendix B) This questionnaire was designed to obtain a high response rate without overburdening child care center directors or staff. It was accompanied by a special one-page staff attitude questionnaire to be distributed to senior staff members. (Appendix C) The main questionnaire also contained a mini-questionnaire on enrollment, vacancies and fees to collect the program census data usually collected every fall in a separate survey.

The main questionnaire was mailed to all 250 child care centers in Montgomery County. All of the main questionnaires were numbered in advance; so that programs who did not respond could be followed up with a telephone call. In an effort to ease the burden reporting all this data, questionnaires for multiple child care centers were frequently handled by sending one questionnaire to the central administrator. No attempt was made to follow up on senior staff who did not respond; to the special questionnaire developed for senior staff.

In short, just four pages of questionnaire were mailed with cover letters and a flyer announcing a prize drawing for punctual respondents. This questionnaire set was used to conduct three separate surveys of the directors and senior staff in all 250 Montgomery County child care centers.

As a result of this effort, usable data was obtained from the 102 program administrators were in charge of 129 child care centers--a 52% response rate from the 250 child care centers in Montgomery County. This is an excellent response for a mailed questionnaire.

It should be pointed out that well-staffed centers are usually considered more likely to respond than understaffed centers, and the 52% who did respond may tend to represent the better staffed and better quality child care centers in Montgomery County.

However, both types of for-profit centers--chains as well as independent operations--were well represented in the final results. Wage data by job title as well as level of educational attainment was obtained for 906 child care workers working at these 129 centers.

Number Of Child Care Centers Participating In The Survey

To repeat, only 102 questionnaires were returned, but they contained data on 129 different child care centers; since the individual questionnaires returned by multiple program administrators usually contained data on a several different centers. The breakdown of these 129 child care centers in Montgomery County is illustrated below. (Also see Exhibit I-1.)

Child Care Division staff familiar with the types, locations and actual numbers of child care centers in Montgomery County felt that this was an excellent response and that the data generated by the survey should be fairly representative of the whole County.

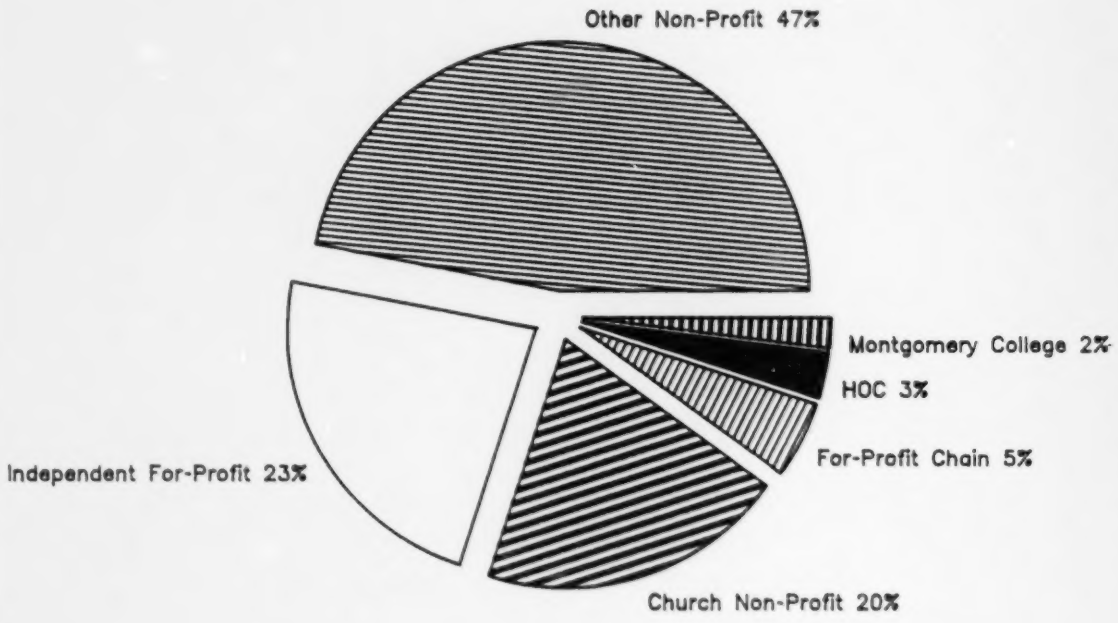
Distribution of Centers			Total Number Of Questionnaires Received*
Other non-profit	60	46.5%	43
Independent for-profit	30	23.3	25
Church non-profit	25	19.4	24
For-profit chain	7	5.4	6
HOC**	4	3.1	1
Montgomery College	3	2.3	3
	129	100.0%	102

*Administrators of multiple centers typically sent back single questionnaires that contained data for two to six different child care centers.

**Housing Opportunities Commission

EXHIBIT I-1

Distribution of Centers Participating in Survey



Most of the centers who responded to the survey (89.2%) were independent for-profit centers (23%), church-sponsored non-profits (19%) or other types of non-profit operations (47%).

Overall, 71% were non-profit centers and 29% were for-profit centers.

Licensed Capacities

Roughly half of the centers surveyed were licensed for 41-99 children and a third were licensed for 21-40 children. The remaining 17% were split between centers serving 7-20 children and large centers serving over a hundred children. (Multiple centers are not included in this particular tally; since it was difficult to tell what their total capacity actually was.)

Licensed Capacity

Capacity	No. Ctrs.	Percent
7-20	9	10%
21-40	28	33
41-99	43	50
100+	6	7
	86	

Montgomery County Staffing Requirements

Staffing requirements for child care centers in Montgomery County are set by the Code of Maryland Regulations (10.05.01) and vary depending upon the size of the child care center and the ages of the children served. (Staff-child ratios also vary depending upon the age of the children, with more staff required for infants and fewer staff required for older children.)

The following staffing requirements are based on the regulations published in August of 1988:

- Directors of centers for 7 to 20 children that serve infant to 6 year old children (generally pre-schoolers) must (1) be at least 21 years old, (2) have a high school diploma or G.E.D., (3) have completed at least 64 classroom hours in early childhood and child development courses specifically directed to the needs of infant to 6 year old children, (4) have at least one year of experience working with a group of children in a licensed program, and (5) hold a valid Child Development Associate Credential or indicate continued training. (The "Credential" mentioned in the 1988 regulations is not offered locally, and few child care workers in this area actually have one.)

- In addition to meeting the above requirements, directors of centers for 21 to 40 children must also complete two years of college credit from an accredited college or university and have two year's experience in an early childhood program. Directors of still larger centers serving infant to 6 year olds must also be college graduates and have demonstrated ability to work with parents and other adults in the community.

- Senior staff members in these centers must (1) be at least 21 years old, have graduated from high school, obtained a G.E.D. or show successful completion of college coursework; (2) complete the same 64 hours of classroom work (beyond high school) in early childhood required of directors; (3) have one year of experience in a licensed program or one year of successful college coursework; and (4) hold a valid Child Development Associate Credential or indicate continuing training.

- All staff aides must be at least 16 years old and participate in training opportunities. Staff aides work under the supervision of a senior staff member (in programs serving infant to 6 year old children) or a group leader (in programs serving school age children 6 to 16 years old).

Staff education and experience requirements are less strict for centers which serve only school age children 6 to 16 years old:

- Directors must (1) be at least 21 years old; (2) have a high school diploma or G.E.D. or successful college coursework; (3) have post high school coursework in child psychology, child development, school age care, elementary education or recreation; (4) have experience in group work directed toward the developmental needs of 6 to 16 year old children; (5) have demonstrated ability to work with parents and other adults; and (6) indicate continued training.

- Group leaders, who serve only school age children, must (1) be at least 21, (2) have high school equivalent education or successful college coursework, (3) have coursework or experience in group work related to the developmental needs of 6 to 16 year old children, and (4) indicate continued training.

Summary and Conclusions

1. Montgomery County, Maryland is an affluent metropolitan area with a population of 757,000 people and a 1989 median family income of $56,260. The average used single family home sells for over $200,000. Two-thirds of the women of working age are already employed, and 63% of the women with children under six work full-time.

2. This study of child care center wages, benefits and working conditions was requested by the Economic Issues Committee of the Montgomery County Commission on Child Care. Committee members were very concerned about the numbers of people they saw leaving the child care field for better compensation in other jobs.

3. The study is based on a survey mailed to all 250 child care centers in Montgomery County. The survey forms consisted of a six-page questionnaire for center directors and a special two-page questionnaire for senior staff only. The surveys were mailed out in October of 1990, and data was obtained for 129 or 52% of the centers in the County. This included 37 for-profit centers. Individual wage data by job title as well as educational attainment was obtained for more than 900 child care workers.

CHAPTER II

II. EDUCATION AND EXPERIENCE

Formal Education

The educational attainments of child care workers vary considerably depending upon what position they hold. (Exhibit II-1)

Montgomery County center directors are generally well educated, with more than half (57%) holding a BA or BS degree, and another 31% holding a MA or Ph.D. degree. Only 12% had less education than a BA or BS degree, but these had either an AA degree or the 64-hour course Certificate, in addition to meeting the basic educational requirements specified in Chapter I. Director-teachers had very similar educational backgrounds to directors, except that only half as many held graduate degrees (14%).

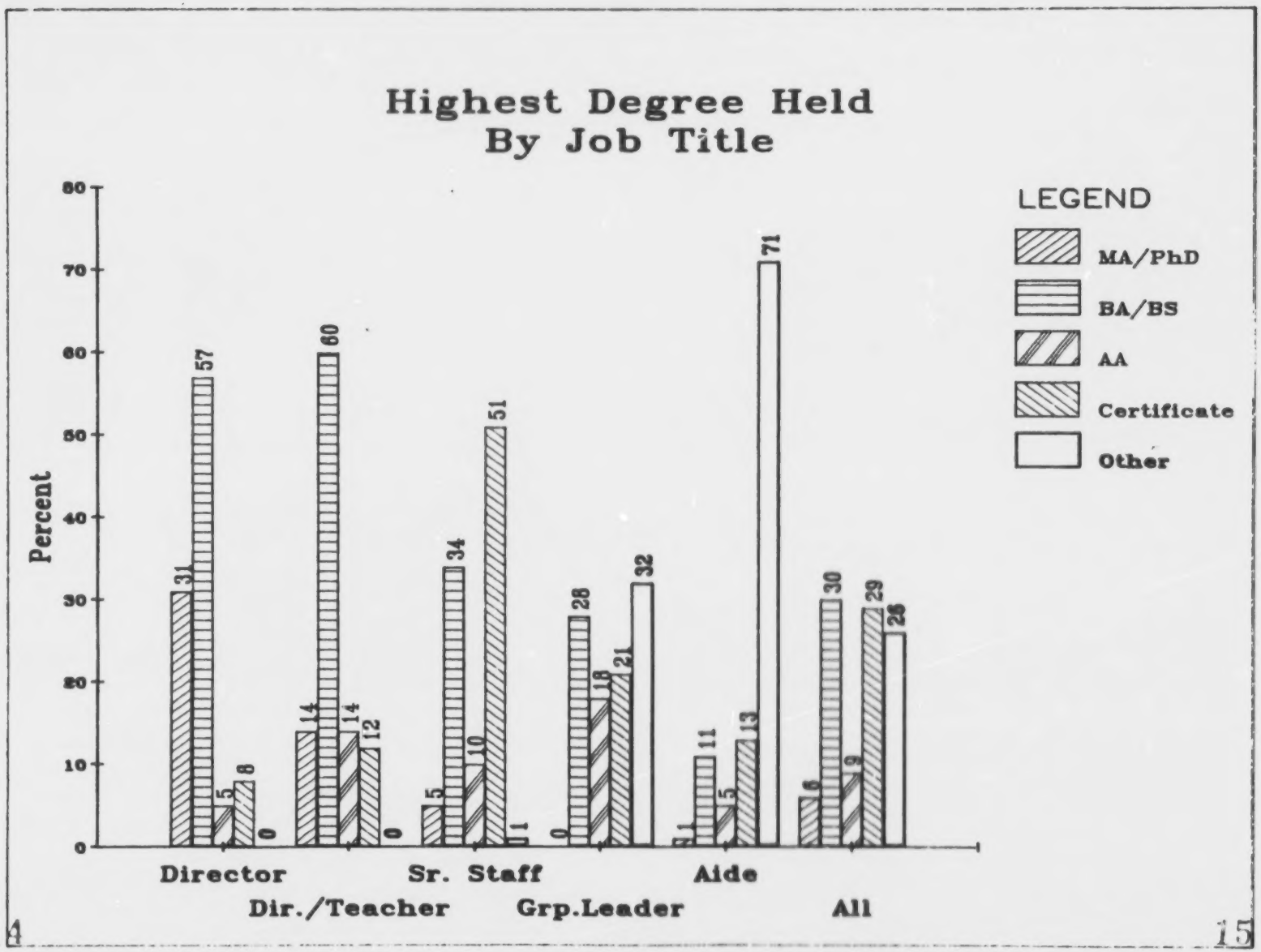
According to Maryland regulations, senior staff members are the only child care workers who can lead groups of infant to 6 year old children. Thirty-nine percent (39%) of the senior staff members held a BA, BS or higher degree. Senior staff members were evenly split between the half holding the 64-hour course Certificate and the other half holding some type of college degree (not necessarily a BA or BS). (Unless noted otherwise, all the Montgomery County survey data cited for senior staff members was obtained from the main questionnaires filled out by child care center directors.)

Group leaders, who take charge of classes for 6 to 16 year old children, are not required to meet the educational standards set for senior staff. Although one third of the group leaders had neither a college degree nor a Certificate, the two thirds that did were just about as well educated as senior staff. Twenty-eight percent (28%) held BA or BS degrees and 18% held the two year AA degree.

In contrast with private school teachers, senior staff members and group leaders are not required to have a BA degree and cannot be called "teachers". According to the Bylaws of the State Board of Education, Code of Maryland Regulations 13A.09.09, "the term 'teacher' may not be applied officially to persons who do not meet the requirements for a teacher as described in these regulations." To quote the Code again, (private school) "teachers shall have a bachelor's degree from an accredited institution accepted by the State Department of Education" and must also have a certain number of semester hours in educational coursework.

Staff aides, who must work under the supervision of a senior staff member or group leader, are not required to have a high school diploma. Most (71%) lacked any significant formal training beyond high school, although 13% already had obtained the 64-hour course Certificate and 16% held an AA or BA/BS degree.

EXHIBIT II-1


Highest Degree Held
By Job Title
Percent
0
10
20
30
40
50
60
70
80
LEGEND
MA/PhD
BA/BS
AA
Certificate
Other
31
57
5
8
0
14
60
14
12
0
5
34
10
51
1
0
28
18
21
32
1
11
5
13
71
6
30
9
29
26
Director
Dir./Teacher
Sr. Staff
Grp.Leader
Aide
All

Comparison With National Data

The National Child Care Staffing Study, published in 1989, found that the amount of formal education was the strongest predictor of appropriate teacher behavior (sensitive, less harsh, less detached caregiving). [1, p.9] "Teaching staff provided more sensitive and appropriate caregiving if they completed more years of formal education, received early childhood training at the college level, earned higher wages and better benefits, and worked in centers devoting a higher percentage of the operating budget to teaching personnel." [1,p.4]

The National Study found that 31% of child care teachers (as contrasted with assistant teachers) had a BA/BS degree or higher. By this criterion, Montgomery County "teachers" (senior staff and group leaders) appear to be at least as well educated and perhaps somewhat better educated. Thirty-four percent (34%) of them have a BA/BS degree or higher.

Job Experience At Current Center

The only Montgomery County data on job experience comes from the separate one-page questionnaires distributed to senior staff members. These questionnaires were simply mailed to center directors with some instructions and a supply of self-addressed, stamped envelopes. No special attempt was made to trace the questionnaires going out, tally them by number when they came back or make follow-up calls to retrieve missing questionnaires.

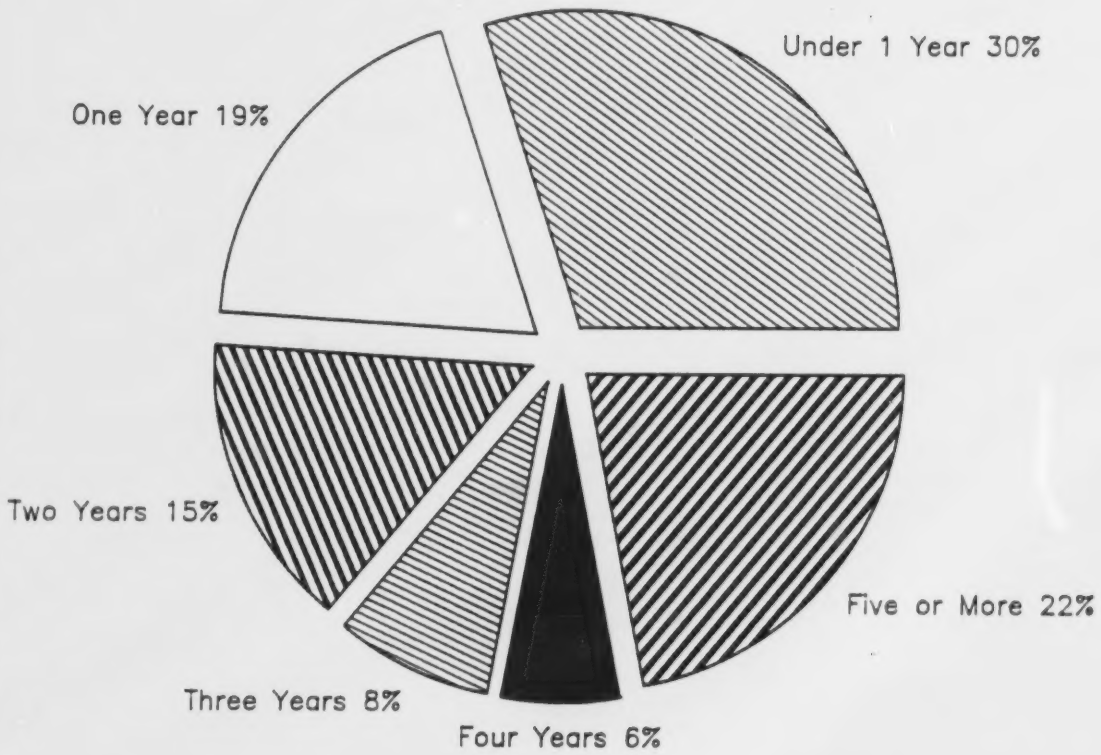
Knowing this, some reviewers have cautioned that this was a "self-selected survey", with the more committed and long-term senior staff being more likely to respond and bias the results to some extent. However, it should also be pointed out that the number of senior staff who returned their survey (290) represented 82% of the total 350 senior staff for which salary data was reported in the main questionnaires. Statistically speaking, this is a very large number (290) of responses and represents a large and significant percentage of the total senior staff working at the child care centers covered in the main survey. Besides, the same argument could be raised about any voluntary mail survey, whether based on random samples or not. There is always the danger that certain types of people or certain types of programs may decide not to return their survey forms, resulting in an "undercount" of their views.

The typical senior staff member responding to the survey had been working at his or her present center for exactly two years (24 months). The length of service for the "middle half" of the senior staff ranged from 10 to 53 months. Thus, the majority of senior staff appear to have been working at their present center for about one to four years.

As Exhibit II-2 shows, 30% of these senior staff said they had been at their present center for less than one year and 22% said they had been there for five or more years. Slightly more than half (51%) have two or more years experience in their present job.

EXHIBIT II-2

Length of Service At Present Center (Senior Staff)



Years Of Experience In Child Care

Even though the typical senior staff member has only been in his or her present job for 24 months, most senior staff (58%) have five or more years experience in the child care field. (Exhibit II-3) The median length of service was 5.5 years, and those in the "middle half" had been working in child care for three to ten years (36 to 127 months).

Thirty-four percent (34%) of Montgomery County senior staff have worked in child care for at least three years (0 - 47 months), which compares favorably 29% reported for all "teachers" in the National Study. [1, p. 9]

Job Tenure

In a magazine article entitled "Mommy, who's going to be my teacher today?", Whitebook and Granger voice concern over the high turnover rates in child care centers and the difficulty children have in adjusting to a succession of new child care workers. [3, p.11] Citing this as a "powerful and disturbing indicator of the shakiness of the (child care) work force," they were disturbed that 21.5% of the teachers in New York City's publicly funded day care programs had been in their current jobs for less than one year.

Tenure measures how long people have been in a given job or how long they have worked in a certain field. It is one measure of staff retention. (Other measures are turnover rates and occupational separation rates.)

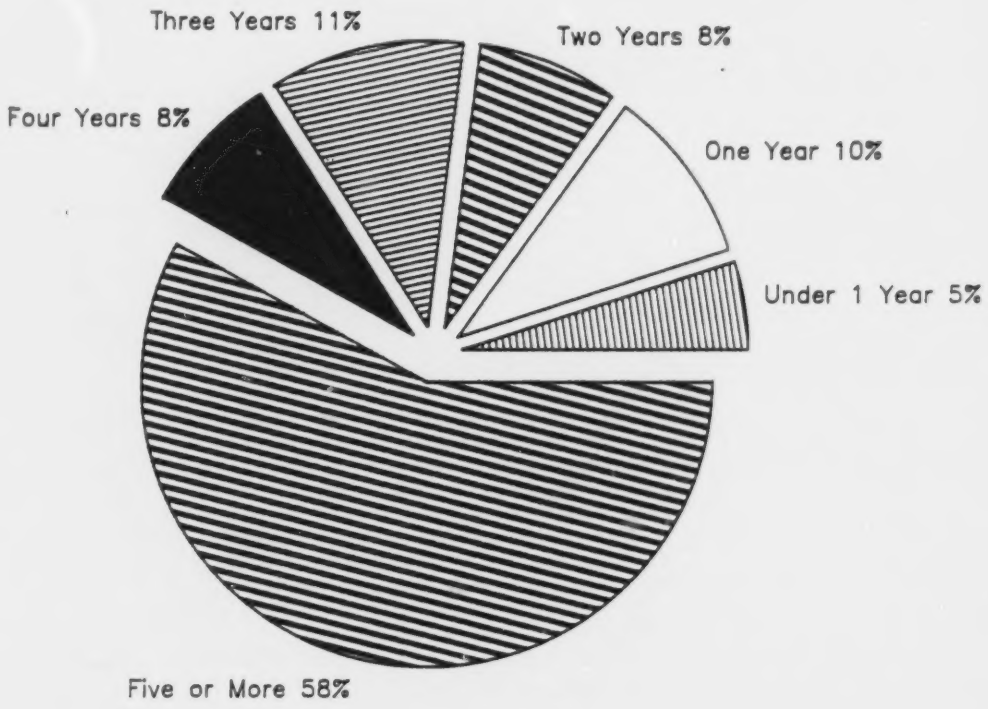
For example, Bureau of Labor Statistics show that workers classified (by occupation) as "child care worker, except private household" only remain in the occupation 2.7 years on the average, as compared to 6.6 years for all jobs.

The National Study suggests that many children experience uncertainty when their teacher was absent for a few weeks and directors, substitutes or other staff were taking over the class. When entering centers for interview appointments, project employees were frequently approached by children and asked if they were the new teacher. [1, p. 13]

Thirty percent (30%) of the 281 senior staff responding to the length of service questions reported less than one year's experience working at their present child care center. This figure is one and a half times higher than the New York figure cited by Whitebook and Granger for child care "teachers" and would appear to mean that one out of every three child care groups of infant to 6 year old children are dealing with a senior staff member new to the job, despite the fact that most senior staff have considerable experience in the child care field. (As shown earlier, the majority (57%) have five or more year's experience in day care.)

EXHIBIT II-3

Length of Service In Child Care Field (Senior Staff)



Summary And Conclusions

1. Formal education is the strongest predictor of appropriate child care worker behavior.

2. Thirty-four percent (34%) of Montgomery County senior staff and group leaders (combined) hold a BA/BS degree or higher. This figure is somewhat higher that the 1988 percentage (31%) recorded for metropolitan-area "teachers" in the National Child Care Staffing Study.

3. Our senior staff, who serve the youngest children, are evenly divided between the half who just have the required 64-hour course Certificate and the half holding some type of college degree. However, 39% do have a BA/BS degree or better.

   (All senior staff are required to have a high school diploma or equivalent and one year of experience in a licensed program or a year of college).

4. The typical senior staff member (usually a woman) has been in her present job for 24 months and has 5.5 years experience in the child care field. Most senior staff have been in their present job for one to four years and have three to ten years experience in child care.

5. Although most Montgomery County senior staff have considerable experience in child care, 30% of them have been in their present job for less than a year, which probably means that about a third of the children in the system spent some time last year adjusting to a new "teacher".

6. High one-year tenure rates like this are usually due to child care workers quitting their jobs for a better wage at a different center. This type of instability makes children feel very insecure and intensifies any separation anxiety they may already have.

CHAPTER III

III. HOURLY WAGES, STAFF TURNOVER AND VACANCIES

According to a recent article in the Wall Street Journal, one out of every two new mothers returns to paid employment before their baby's first birthday takes place. [4] And according to the National Staffing Study, "the most important predictor of the quality of care children receive, among the adult work environment variables, is staff wages." [1,p.4]

What they found was that the average child care worker was only making $5.35 an hour or $9,499 a year, which was $68 lower than the 1988 federal poverty threshold for a family of three ($9,431 a year). At that time, "teachers" made $5.70 an hour, "assistant teachers" made $4.67 and most child care staff worked 35-50 hours per week. ("Teachers" are comparable to our senior staff members and group leaders.)

The authors found that child care teaching staff (who are usually women) earned "less than half as much as comparably educated women and less than one-third as much as comparably educated men" in the labor force. "Better quality centers had higher wages, better adult work environments, lower teaching staff turnover, better educated and trained staff, and more teachers caring for fewer children." [1, p. 4]

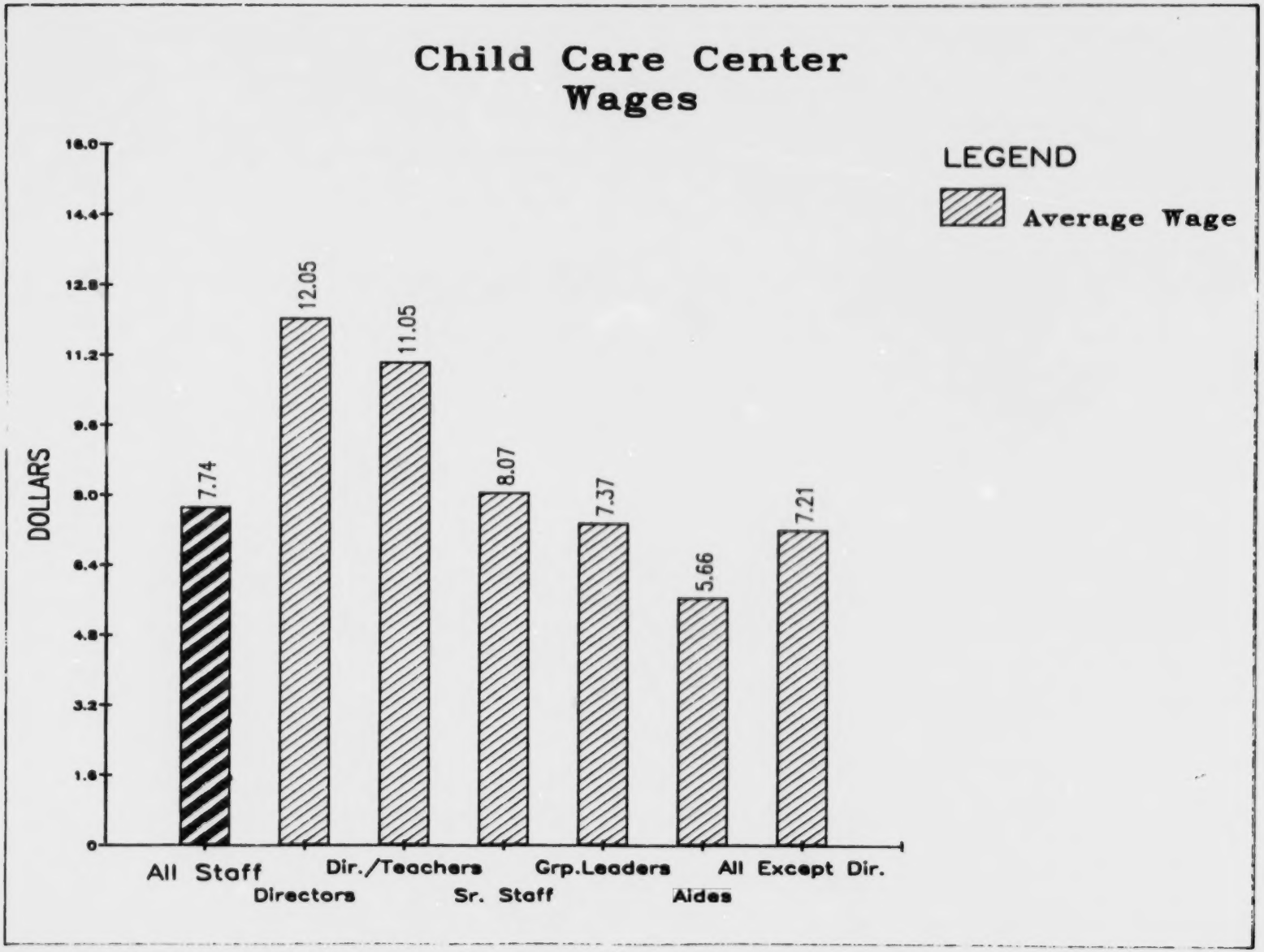
Average Child Care Wages In Montgomery County

The average child care worker in Montgomery County was making $7.21 an hour or $14,997 in the fall of 1990. (The annual figure assumes a 40 hour work week year round, but does not include center director wages.) (Exhibit III-1)

Allowing some leeway for inflation, this is comparable to the 1989 median regional salaries reported for hospital cleaning staff ($14,390); hospital food service workers ($14,700); guards, doorkeepers and short order cooks (all $15,100); and mail clerks ($15,000). [5]

In terms of human-services-type jobs, the $7.21 an hour or $14,997 a year figure exactly matches the early 1991 average wage the (non-profit) Boys and Girls Homes of Maryland paid their Counselor I's, who oversee groups of 13 to 18 year old children placed in residential group homes and shelter homes by Juvenile Court. The education required for Counselor I's is also similar to the requirements for child care workers: A BA/BS degree in a mental health, social services or education field or a high school diploma (or equivalent) plus two years experience in child care.

EXHIBIT III-1



Our average "teacher" (senior staff or group leader) made $7.94 or $16,515 a year. These wages were similar to the 1989 salaries reported for hospital laundry workers ($15,400); receptionists ($15,900); nurses aides and orderlies ($16,100); and messenger/drivers ($16,200).

These wages ($7.94 an hour) are also very similar to the starting salaries for private (Catholic) school teachers, as reported by the Archdiocese of Washington. As of early 1991, starting teachers, who must have a BA or BS degree, were being paid $16,065 a year or $7.72 an hour at the first salary step. The pay scale for teachers at the Batchelor's degree level ranges from $16,065 a year (Step 1) to $25,969 (Step 12). The third step, which usually represents two or three years experience, depending upon the school involved, pays $17,440 a year or $8.38 an hour. This would be 5.6% more than the average wage cited earlier for Montgomery County senior staff and group leaders lumped together, most of whom would have about two years experience in their present job.

Our average "assistant teacher" (staff aide) made $5.66 an hour or $11,773 a year. These salaries were more similar to the 1989 salaries for retail sales clerks ($11,300) and hotel/motel cleaning staff ($12,700).

Average Upcounty Wages Compared To Downcounty Wages

Downcounty centers generally paid their teaching staffs 49¢ an hour more than upcounty centers did. Downcounty centers also may charge somewhat more for child care. It was determined, for example, that downcounty centers charge about 1% more in full-time, full-day programs for four year olds as compared to upcounty centers.

Upcounty vs. Downcounty Fees and Teaching Staff Wages*

	Upcounty	Downcounty	All Centers
FTFD Fee for 4 year olds*	$97.95	$98.83	$98.56
Average Teaching Staff Wage	$ 6.76	$ 7.25	$ 7.11
Centers Providing Fees & Wages	19	42	61

*The classification scheme used here is based on the official boundaries of the Upcounty Government Center versus the boundaries of all the other Government Centers. All the ZIP code areas south of Rockville are defined as "downcounty areas", including Potomac (20854), Norbeck/Aspen Hill (20853), Colesville/White Oak (20904), Glenmont/Layhill (20906) and Burtonsville (20866). "FTFD Fee" stands for the full time, full day fee.

Starting Salaries And Highest Salaries For "Teachers" And "Teacher's Aides"

A number of surveys have been conducted in other geographical areas to determine the starting and highest salaries paid to "teachers" (our senior staff and group leaders) and "teaching assistants" (comparable to our staff aides).

In Montgomery County the "teacher" starting wage posted by the average child care center was $6.96 and the average highest wage recorded for "teachers" was $8.42. (See Exhibit III-2)

On a full-time basis this works out to a salary range of $14,477 to $17,514 per year for senior staff and group leaders combined.

It would be tempting to compare these starting wages and highest wages to the wages recorded in other parts of the United States. The Child Care Employee News magazine did exactly that, after cautioning that different areas have used different sampling strategies even when they used the questionnaire forms developed by the Child Care Employee Project staff. The problem is that the cost of living varies considerably from one state or city to the next, not to mention the wage structure of the centers themselves. Fairfax County, for example, has a publicly-operated school-age child care program with totally different wage scales than the network of private programs in Montgomery County.

Montgomery County Wages By Educational Attainment

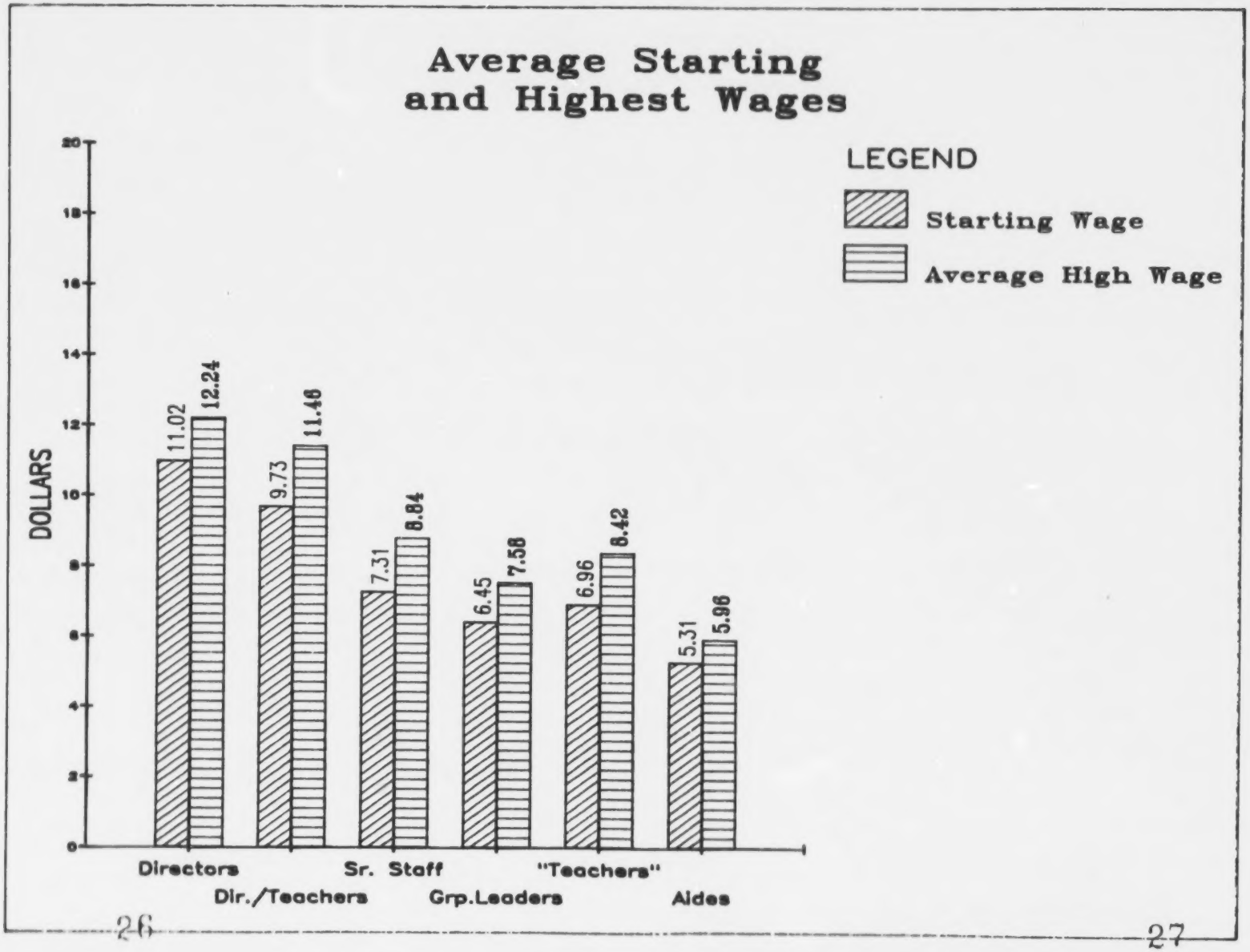
Montgomery County wages generally increased with more education, but there were two minor exceptions. First, staff aides who held a 64-hour course Certificate made more money than staff aides who held a BA or AA degree but had not obtained their Certificate yet. (Senior staff are required to have it.) Second, there were some minor exceptions probably due to averaging data from small groups--e.g. Director/Teachers with an AA appeared to make more money than those with a BA.

Average Wage by Job Title and Degree

	MA	BA	AA	CR	OT
Directors	$13.28	11.93	-	9.10*	-
Director/Teachers	13.32*	10.84	11.65*	9.57*	-
Senior staff	9.03	8.72	8.02	7.54	-
Group leaders	-	8.05	7.58	7.31	7.08
Aides	-	6.34	6.13	6.63	5.43
All staff	$11.61	9.24	8.10	7.50	5.64

*These figures were derived from small numbers (under 10).

EXHIBIT III-2



Among senior staff, hourly salaries varied from a low of $7.54 for those with only the 64-hour course Certificate to a high of $9.03 for those with a MA degree, creating annual full-time salary equivalents ranging from $15,683 to $18,782. The difference between senior staff having no college degree at all, even an AA, and having the Master's Degree was only $3,099.

Group leaders holding a BA degree only made $1,539 more than group leaders with the 64-hour course Certificate obtainable at one of three local vocational schools.

Child Care Worker Wages And Turnover Rates At Different Types Of Centers

The National Study found that non-profit centers (who were not sponsored by churches) usually paid substantially higher wages and had significantly less staff turnover than the for-profit chains. Non-profit centers were generally found to provide better quality care than for-profit centers, regardless of whether the non-profit centers in question received government subsidies or not. [1,p. 15-16]

According to their 1988 findings, non-profit (non-church related) centers paid 56% more than for-profit chains ($6.40 vs. $4.10), and church-sponsored non-profits paid 6% more than independent for-profits ($5.04 vs. $4.76).

In Montgomery County, non-profit (non-church related) centers do pay 22% more than for-profit chains ($7.52 vs. $6.16), but independent for-profit centers appear to be paying just about the same amount as church-sponsored non-profits ($6.95 vs. $6.90). (The Housing Opportunities Commission programs and Montgomery College programs are here reported separately.)

Average Child Care Wages (non-directors) and Turnover Rates by Center

	No. Questionnaires Reporting Wages*	Average Wage	Turnover Rate
Church non-profit	22	6.90	31%
Independent for profit	25	6.95	28%
Most other non-profit**	42	$7.52	38%
For profit chains	2	6.16	47%
Montgomery College	2	6.94	14%
Housing Opportunities Commission	1	$8.16	39%
ALL CENTERS	94	$7.21	34%

*In interpreting this table, it is important to remember that many of these "questionnaires" contained data on a number of different centers--not just one. For example, the Housing Opportunities Commission (HOC) questionnaire contained data on four centers.
**Does not include church programs, HOC or Montgomery College.

To repeat, the national study found that non-profit and non-profit church programs generally paid the highest wages and had the lowest turnover rates, with a huge difference in staff turnover rates between non-profit centers (not sponsored by churches) and for-profit chains (30% vs. 74%).

In Montgomery County the pay-gap observed between non-profit (non-church) centers and for-profit chains is nowhere near as great (22% vs. 56%), and the difference in staff turnover rates is not as large. Non-profit (non-church) centers had a 38% turnover rate compared to 47% for the for-profit chains, but it should also be noted that these findings only reflect two for-profit chains. The lowest turnover rates (28%) were actually reported by independent for-profit centers, who paid their child care staff 7.6% less than non-profit (non-church) centers.

It is difficult to interpret the relationship between wages and staff turnover rates in Montgomery County. This may be because the differences between the average wages paid by various types of centers here are not that large as compared to the national findings of 1988, and other factors may come into play as well. "Other" non-profit wages are only 22% higher than for-profit chain wages, as already noted; the next widest difference--between "other" non-profits and church non-profits--is only 9%; and the other categories, such as HOC, cannot be considered because the number of staff involved is too small to permit valid comparisons.

The average turnover rate for Montgomery County centers (34%) in the fall of 1990 was somewhat lower than the average national turnover rate reported for 1988 (41%), but still quite substantial. One out of every three child care center staff on board as of October 1989 quit their jobs during the following year. This is the most significant finding, as far as turnover rates are concerned, and the rest of this study confirms that most staff quit their jobs in order to make more money elsewhere. (See Chapter V).

Staff Vacancies

All child care centers surveyed were asked how many senior staff and group leader positions were vacant as of October 1, 1990 and how many weeks it usually took to fill such vacancies.

A total of 28 senior staff vacancies were reported altogether. These were spread across 21 (or more) centers. (Some directors reported for multiple programs.) However, the median number of reported vacancies was only one per center (or multiple center).

Staff Positions Vacant as of October 1, 1990

Position	No. of Centers Reporting Vacancies	Total Vacancies	Median No.
Senior Staff	21	28	1
Group Leader	14	17	1

Directors reported a total of 17 group leader vacancies spread across 14 (or more programs)--again about one each.

The typical (median) center reported that it took four weeks to fill senior staff vacancies and three weeks to fill group leader vacancies, (the one week difference probably reflecting the higher level of training required for senior staff).

Weeks Needed to Fill Vacancies

Job Title	Responses	Median No. of Weeks	Indication of Range
Senior Staff	69	4	54% took 3-6 weeks
Group Leader	41	3	60% took 2-4 weeks

Child Care Wages And Weekly Fees

In an attempt to determine if child care wages were directly related to program fees, the full-time, full-day weekly fees charged for four year olds was compared to the wages paid to full time senior staff members working in such programs.

What we found was a direct correlation between fees and senior staff wages: The higher the four-year-old weekly fee, the higher the average wages for a senior staff member. The typical child care center serving four year olds charged $95 a week and paid its senior staff $8.10 an hour. (Exhibit III-3)

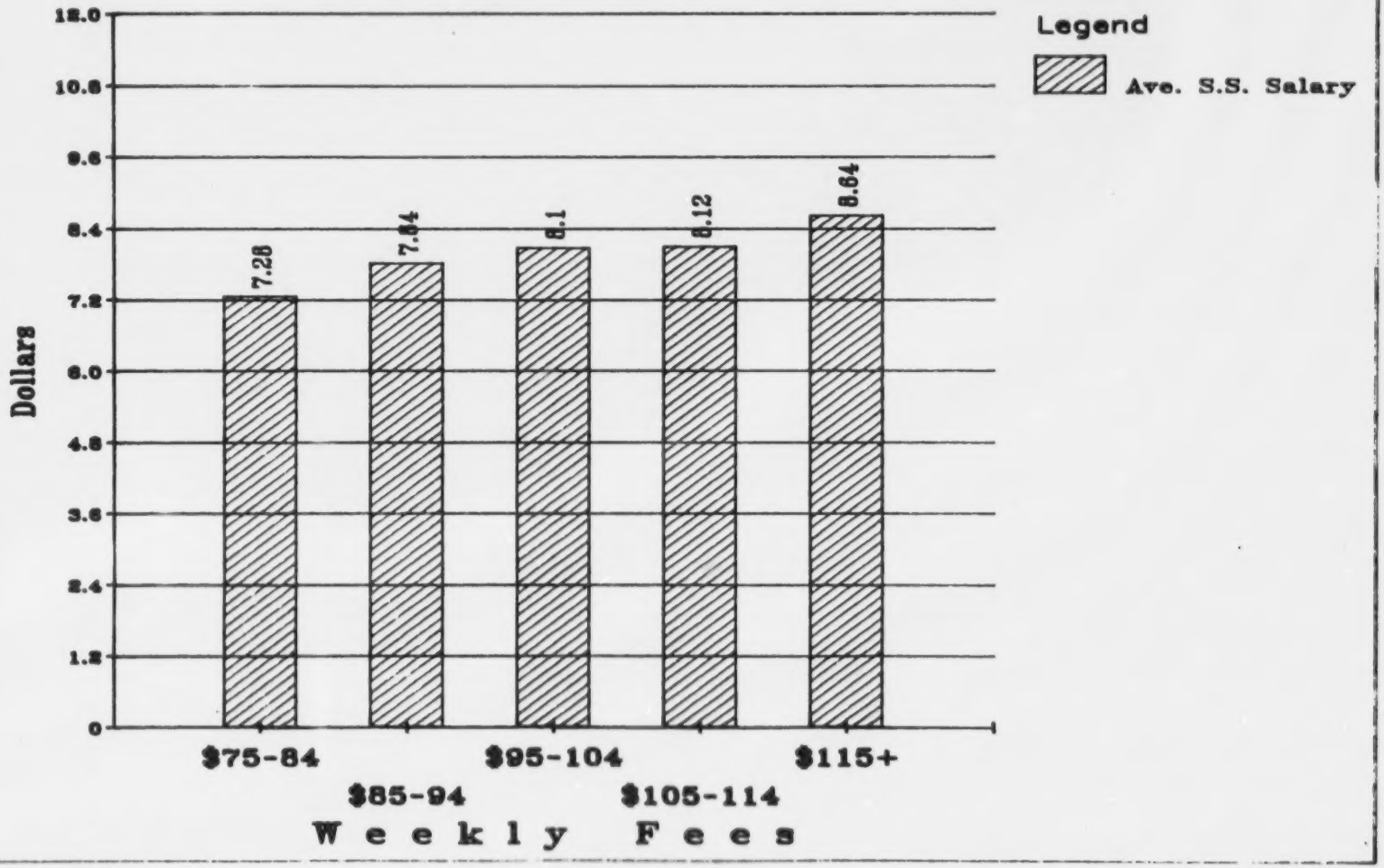
The Relationship Between Staff Wages And Acceptance Of Child Care Vouchers

In Montgomery County, many child care centers will accept vouchers from the (County funded) Working Parents Assistance Program (WPA) or the (State funded) Purchase of Care (POC) program operated by the Department of Social Services as payment for child care. WPA reimburses cooperating centers for 90% of the current market rate (based on actual survey data) and POC reimburses them for substantially less than the (Montgomery County) market rate, as based on statewide POC rates. Some centers accept the POC rate, in effect giving parents a substantial discount and lowering the total revenues taken in by the center; while others charge parents the difference between the center's current rate and the POC rate.

The survey results show a negative correlation between the percentage of "voucher children" accepted by a center and the staff wages paid by a center. Centers that accept larger percentages of vouchers tend to pay lower wages.

EXHIBIT III-3

Weekly Fees For 4 Year Olds vs. Average Senior Staff Salaries



For example, the average child care salary in centers which said they did not accept vouchers was $7.56. This is higher than the average wage recorded for centers saying that they accepted vouchers for "some" children. (Also see Exhibit III-4.)

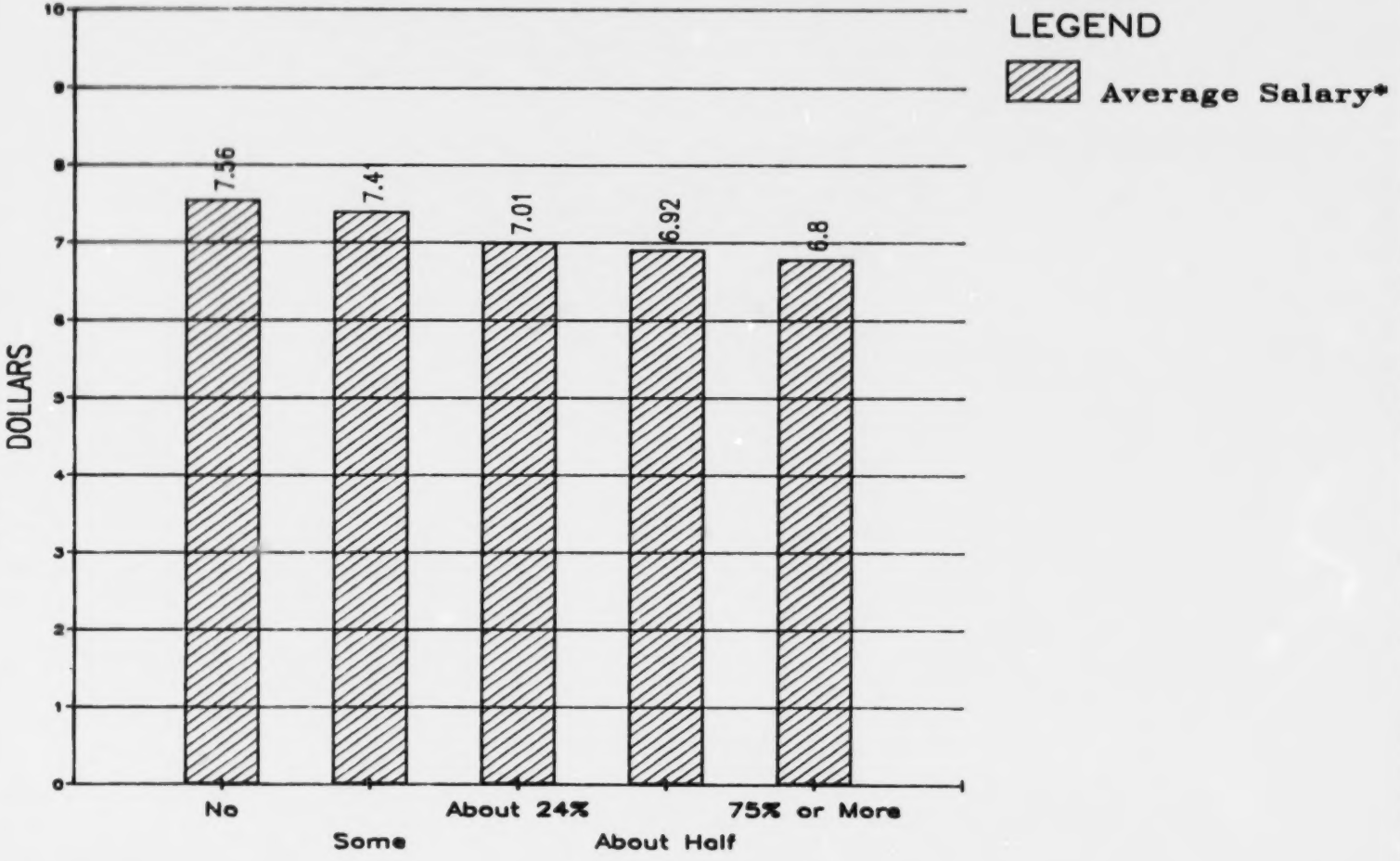
Does the Center Accept Vouchers?

Response	Questionnaires	Child Care Staff*	Average Salary
No	4	42	$7.56
Some	43	333	7.41
About 25%	35	342	7.01
About half	4	44	6.92
75% Or More	4	22	6.80
	90	783	$7.21

*Excluding center directors. This table is based on the actual number of questionnaires received, including questionnaires from multiple programs. The middle column shows the total number of staff for which salary data was obtained.

EXHIBIT III-4

Voucher Enrollment Percentage Compared to Average Staff Wages



*Does not include center directors.

Summary And Conclusions

1. Relative to the work environment, staff wages are the most important predictor for quality of care. According to national studies, better quality child care centers generally have higher wages, better working conditions, lower staff turnover, and better educated staff.

2. The average child care worker in Montgomery County makes $7.21 an hour or $14,997 a year if full-time. This is the same wage local group home counselors are paid, who have similar educational requirements. It's also identical to the regional wages for guards, doorkeepers, short order cooks, mail clerks, and (hospital) food service workers.

   According to a recent study of the working poor, in which an adequate standard of living for Montgomery County was defined as 200% of the federal poverty guidelines, this wage will support a family of two, provides 74% of the money needed to support a family of three and is 62% of what would be needed to support four. [5, p.112]

3. Our senior staff and group leaders (combined) make $7.94 or $16,515 a year on the average, for full-time work, which is comparable to the regional wages for laundry workers, nurses aides, orderlies and messenger/drivers. This wage will support a family of two (based on 200% of the federal guidelines), but only provides 80% of what is needed for families of three and 67% of what four would need.

   Private (Catholic) school teachers, who must have a BA or BS degree, appear to be making a little bit more. Their salary scale starts at $7.72 an hour, but the third step pays $8.38 an hour.

4. Staff aide wages are more comparable to regional wages for retail sales clerks and motel cleaning staff. They make $5.66 an hour on the average, which is only 75% of what is needed to support families of two, 59% of what a family of three would require, and 50% of what it would take to adequately support a family of four.

5. As in most occupations, child care workers with more responsibility and/or education tend to make more money. However, senior staff with a Master's degree only make $3,099 more than senior staff with no college degree at all (including the AA).

   As with most child care worker wages nationally, the local wage range for most positions, with respect to education, is quite narrow. Thus, despite the fact that formal education is the strongest predictor of appropriate child care worker behavior, there is very little incentive for child care staff to obtain more education.

6. The annual staff turnover rate in this County is substantial (34%), although not quite as high as the national rates reported for 1988 (41%). One out of every three child care center staff working in Montgomery County during October of 1989 quit their jobs during the next twelve months.

Thus, one of of every three children had to get used to a new "teacher". Judging from the senior staff survey, most staff quit to make more money elsewhere.

7. The National Staffing Study conducted in 1988 found that non-profit, non-church centers paid substantially higher wages than for-profit chains (56% more) and had significantly less staff turnover (30% vs. 74%).

   In Montgomery County, the pay-gap between non-profit, non-church centers and for-profit chains is only 22%, and the difference between their turnover rates is also smaller (38% vs. 47%). The lowest turnover rates (28%) were actually reported by independent for-profit centers, who paid their child care staff somewhat less than non-profit (non-church) centers.

8. Most senior staff vacancies took about 3 to 6 weeks to fill. Most group leader vacancies were filled in about 2 to 4 weeks.

9. Judging from the wages and program fees in programs for four-year olds, centers that charge more pay their staffs more. There is a positive correlation between wages and program fees.

   The typical child care center providing full-time, full-day care for four year olds charges $95 a week and pays its senior staff members $8.10 an hour.

10. The more vouchers a child care center accepts as payment for services, the less money it is likely to pay its staff. To a certain extent, the discounts in child care fees passed on to parents by many programs are being "subsidized" by cuts in staff wages.

CHAPTER IV

IV. BENEFITS AND WORKING CONDITIONS

How These Results Are Presented

Information on job benefits and working conditions was collected from 101 program administrators and/or proprietors who sent back questionnaire data for different 129 child care centers.

Following the same procedures used by the National Child Care Staffing Study, the benefit percentages and other statistics presented in this chapter are based on the total number of different child care centers (129) rather than the total number of owners, proprietors or operators (101)--despite the fact that most administrators of chains or multiple programs offer much the same benefits to each of their individual centers.

As the Child Care Employee Project newsletter pointed out, the wage and benefit surveys conducted in various geographic areas are not directly comparable because different areas typically use different sampling techniques even when they utilize the same questionnaire. [2] Moreover, it is not clear, in many of these surveys, whether the job benefit and working condition percentages quoted are based on individual child care centers or involve some multiple programs. Thus, considerable caution should be used in drawing conclusions from any such comparisons.

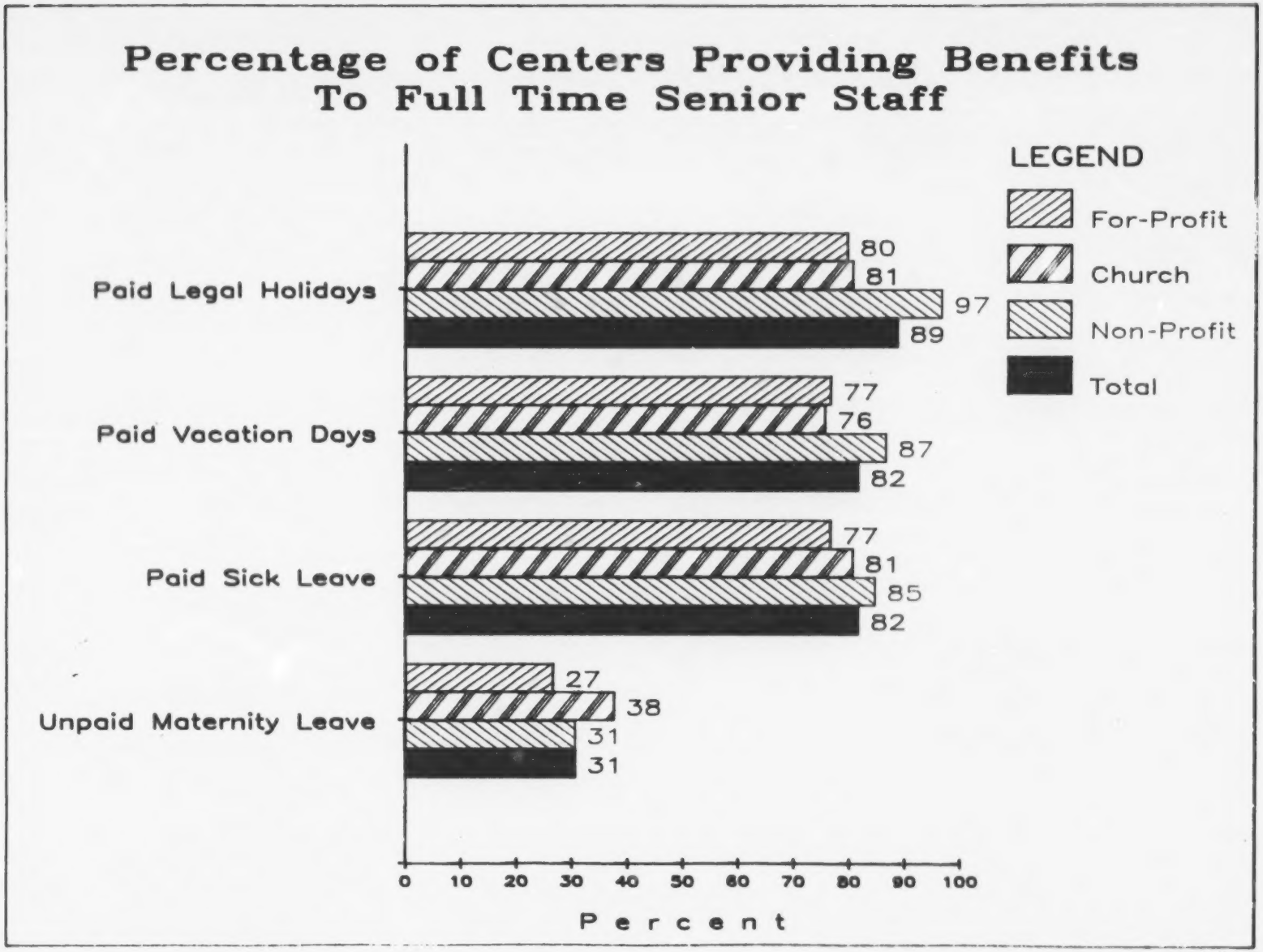
In order to keep the program questionnaires short and ensure a better response rate and greater validity, much of the information collected for this particular chapter was limited to full-time senior staff members only--the key staff members serving infant to 6 year old preschool children. ("Full-time" was defined as 35 hours a week or more.)

Annual Leave Benefits Provided To Full Time Senior Staff Members

In terms of legal holidays, paid vacations and other types of leave, the different types of centers in Montgomery County were fairly similar. As Exhibit IV-1 shows, 89% of the child care centers in Montgomery County provided paid legal holidays to senior staff members; 82% provided paid vacations; 82% provided paid sick leave; and 31% provided maternity leave without pay.

"Other" non-profit centers (not church-sponsored, in other words) posted the highest figures: 97% provided paid legal holidays; 87% provided paid vacations; 85% provided paid sick leave and 31% provided unpaid maternity leave. (Some centers allowed their staff to utilize sick leave and/or vacation leave for maternity leave. Some even said they provided paid maternity leave.)

EXHIBIT IV-1


Percentage of Centers Providing Benefits
To Full Time Senior Staff
LEGEND
For-Profit
Church
Non-Profit
Total
Paid Legal Holidays
80
81
97
89
Paid Vacation Days
77
76
87
82
Paid Sick Leave
77
81
85
82
Unpaid Maternity Leave
27
38
31
31
0
10
20
30
40
50
60
70
80
90
100
Percent

The typical "other non-profit" center provided twice as much vacation time and sick leave as for-profit or church-sponsored centers:

	For Profit	Church	Other Non-Profit	All Centers
No. Paid legal holidays (median)	8	8	7	7
No. Paid vacation days (median)	5	6	12	8
No. Paid sick leave days (median)	5	6	12	12

Montgomery County sick leave figures are higher, in every case, than the National Staffing Study data collected for various types of centers in 1988, which revealed an overall sick leave figure of 8 days.

Health Coverage For Senior Staff

Overall, 80% of the Montgomery County centers said they provided full or partially paid health benefits to full-time senior staff, but health benefit percentages for different types of centers varied considerably: (1) For-profit centers (56%); (2) Church-sponsored centers (65%); and (3) "Other non-profits" (97%). In every case, the 1990 County percentages were substantially higher than the national figures recorded in 1988. (Exhibit IV-2)

The special survey of senior staff showed that (1) 34% of the senior staff had health coverage through their current child care center employer; (2) 40% had coverage through their spouse; and (3) 14% had health insurance coverage through some other source. Some (12%) had no health insurance at all. (Exhibit IV-3)

Judging from the percentage of centers offering health coverage in Montgomery County (80%), it would appear that many senior staff already have another health plan and chose not to enroll in the one offered at their own center. (This might be because the other plan is cheaper, offers better benefits, or possesses other, less obvious benefits, such as being tied to a job the family views as more permanent.)

Other Job Benefits Provided To Senior Staff

Overall, 54% of the Montgomery County centers provided (paid or partially paid) dental coverage; 28% provided retirement plans; 37% provided life insurance benefits; and 74% made some provisions for payment of pre-employment costs.

"Other non-profit centers" posted the highest percentages for centers providing paid or partially-paid benefits such as dental insurance (76%); retirement or pension plans (45%); and life insurance benefits (47%). (Exhibit IV-2)

EXHIBIT IV-2

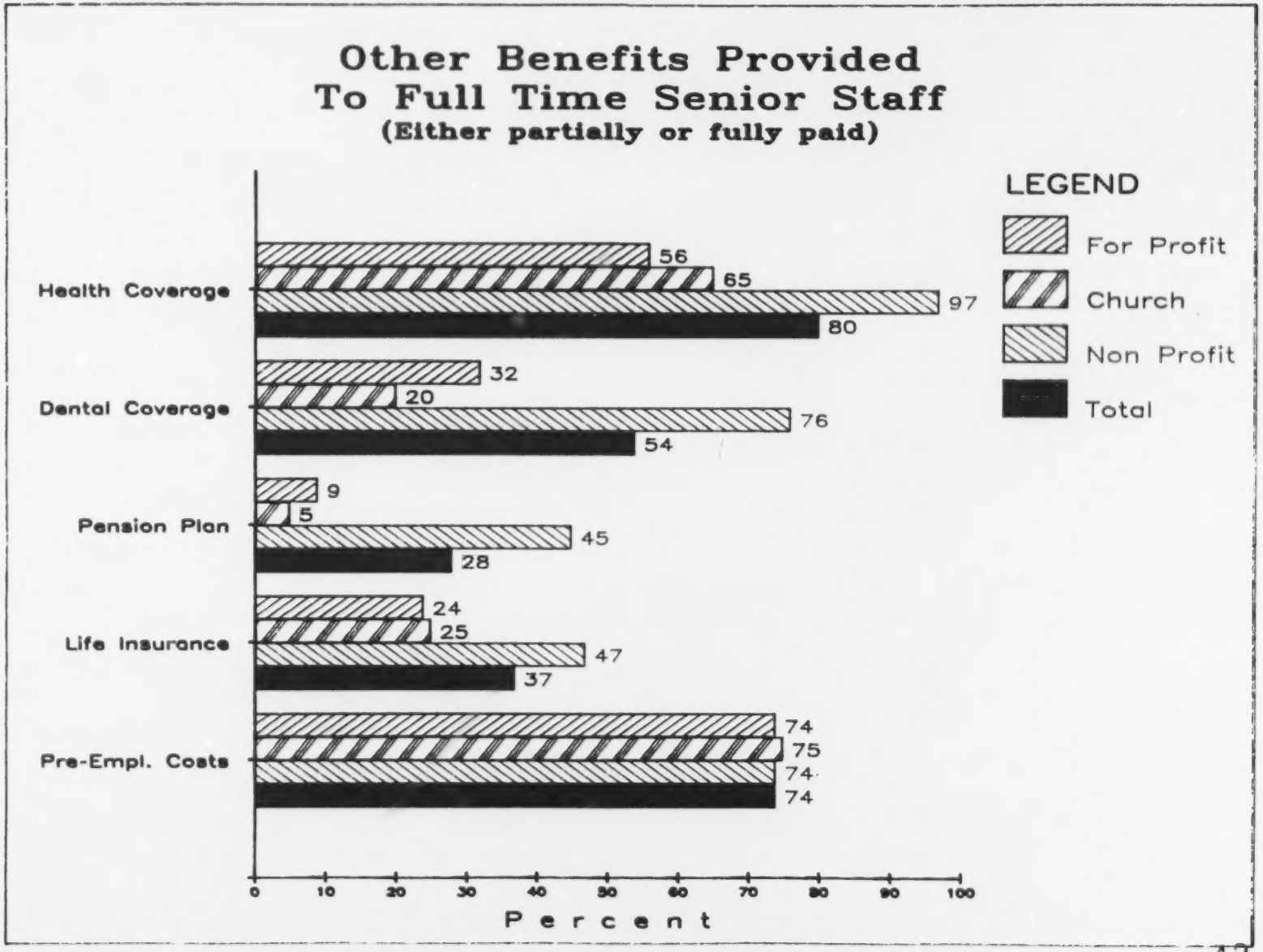
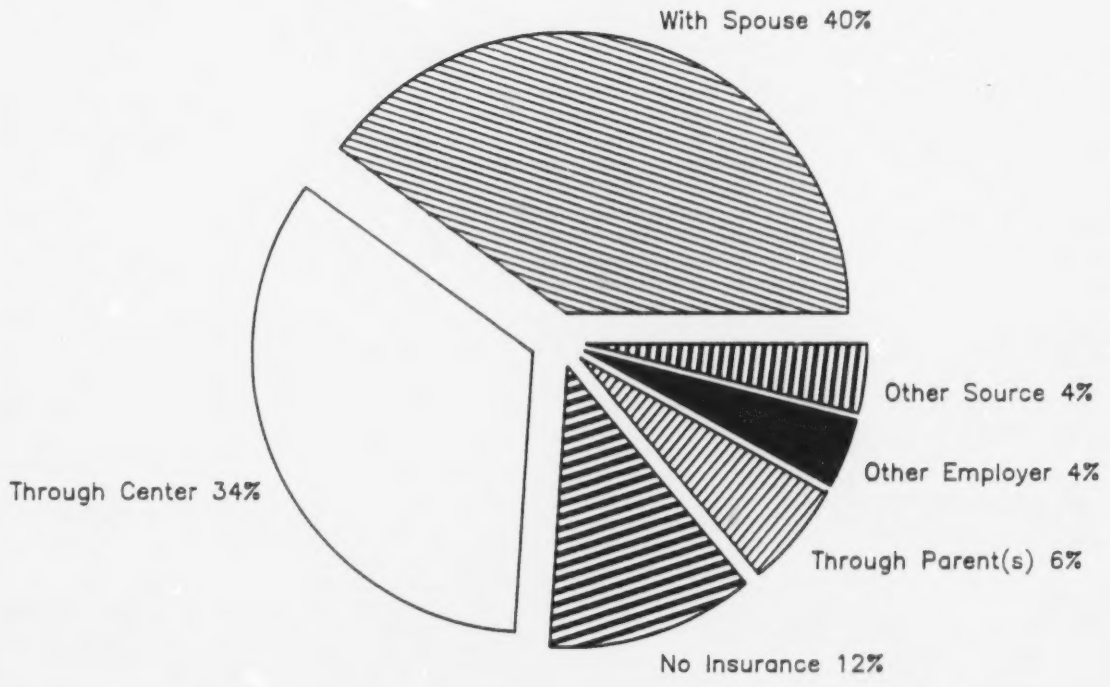

Other Benefits Provided
To Full Time Senior Staff
(Either partially or fully paid)
LEGEND
For Profit
Church
Non Profit
Total
Health Coverage
56
65
97
80
Dental Coverage
32
20
76
54
Pension Plan
9
5
45
28
Life Insurance
24
25
47
37
Pre-Empl. Costs
74
75
74
74
0
10
20
30
40
50
60
70
80
90
100
Percent

EXHIBIT IV-3

Health Insurance Coverage For Senior Staff



Working Conditions For Full-Time Senior Staff Members

Although "other non-profit centers" usually led all the other types of centers with regard to job benefits, there was no clear leader with regard to working conditions for senior staff.

Overall, 67% of the Montgomery County centers surveyed provide paid breaks; 44% provided paid lunches; 74% provided paid preparation or planning time; 91% paid senior staff for attendance at staff meetings; 62% had formal grievance procedures; and 77% paid for attendance at on-site in-service training classes. (Exhibit IV-4)

More importantly, 75% provided annual cost of living adjustments (COLA's); 78% provided periodic merit increases; 86% provided "comp time"--compensatory time off or financial compensation for overtime hours; 88% provided written job descriptions; 55% provided written employment contracts; and 52% provided written salary schedules. (Exhibit IV-5)

More On COLAs And Merit Increases

Although no direct comparison is possible, it might be interesting to note the differences between the Montgomery County data for full-time senior staff members and the National Staffing Study data for all direct service child care staff (that is, non-directors) regarding cost-of-living increases and merit raises:

- For 1988 the National Study reported the percentage of centers providing cost-of-living increases as 14% for for-profit chains and 19% for independent for-profits. Our combined figure for for-profit centers was 79% for 1990.

- The National Study data on cost of living increases showed 34% for church-sponsored programs and 54% for other non-profits. Our figures for 1990 were 79% and 71% respectively.

- For merit increases, the National Study showed 44%-45% for for-profit centers, 41% for church-sponsored ones, and 39% for "other non-profit centers," compared to our figures of 74%, 70% and 82% respectively.

Judging from these figures, it would appear that either (1) working conditions have improved considerably since 1988 or that (2) Montgomery County has a much better record than the centers studied in several other major metropolitan areas in terms of merit increases and COLAs. These are certainly wide differences.

EXHIBIT IV-4

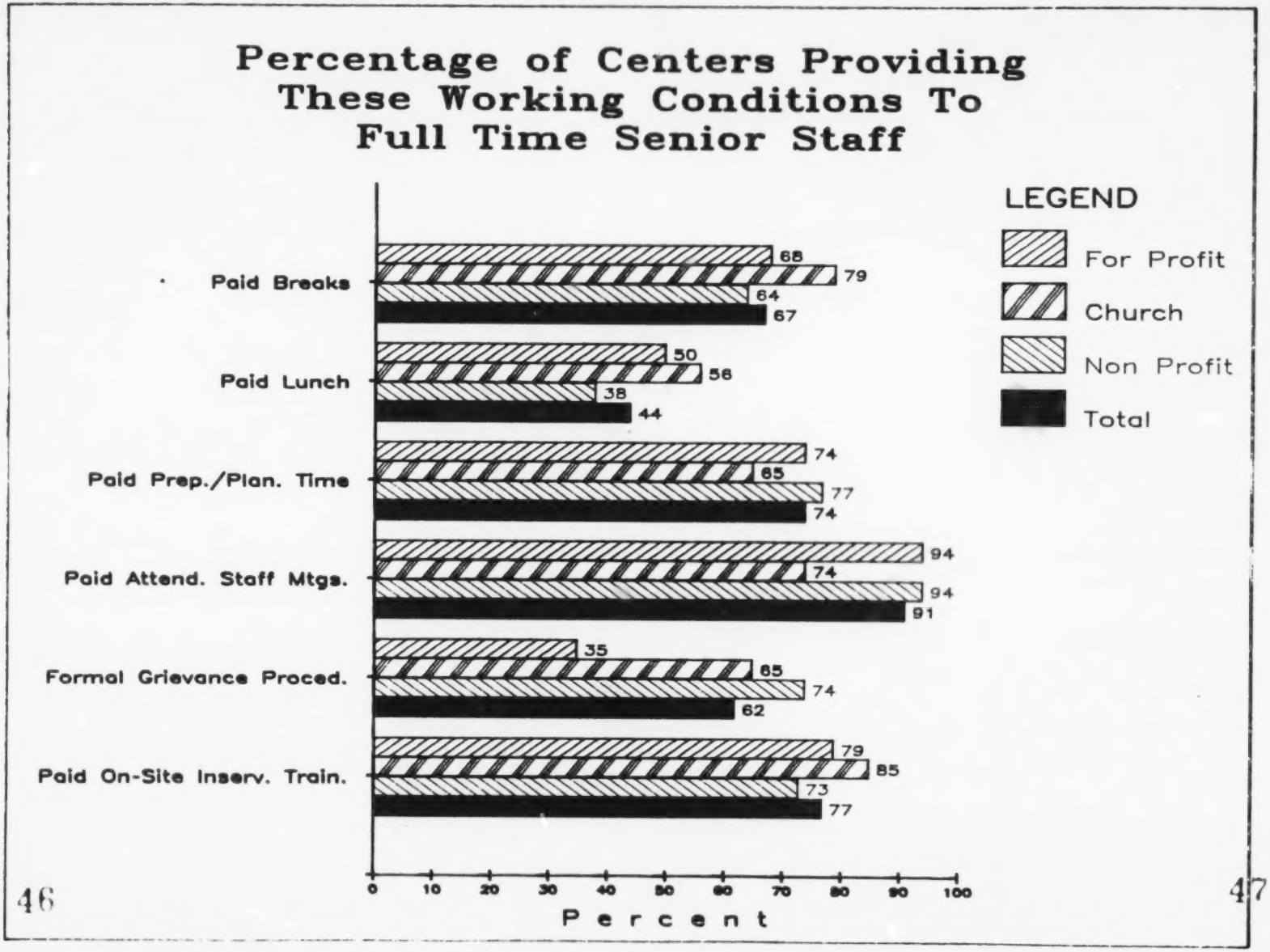
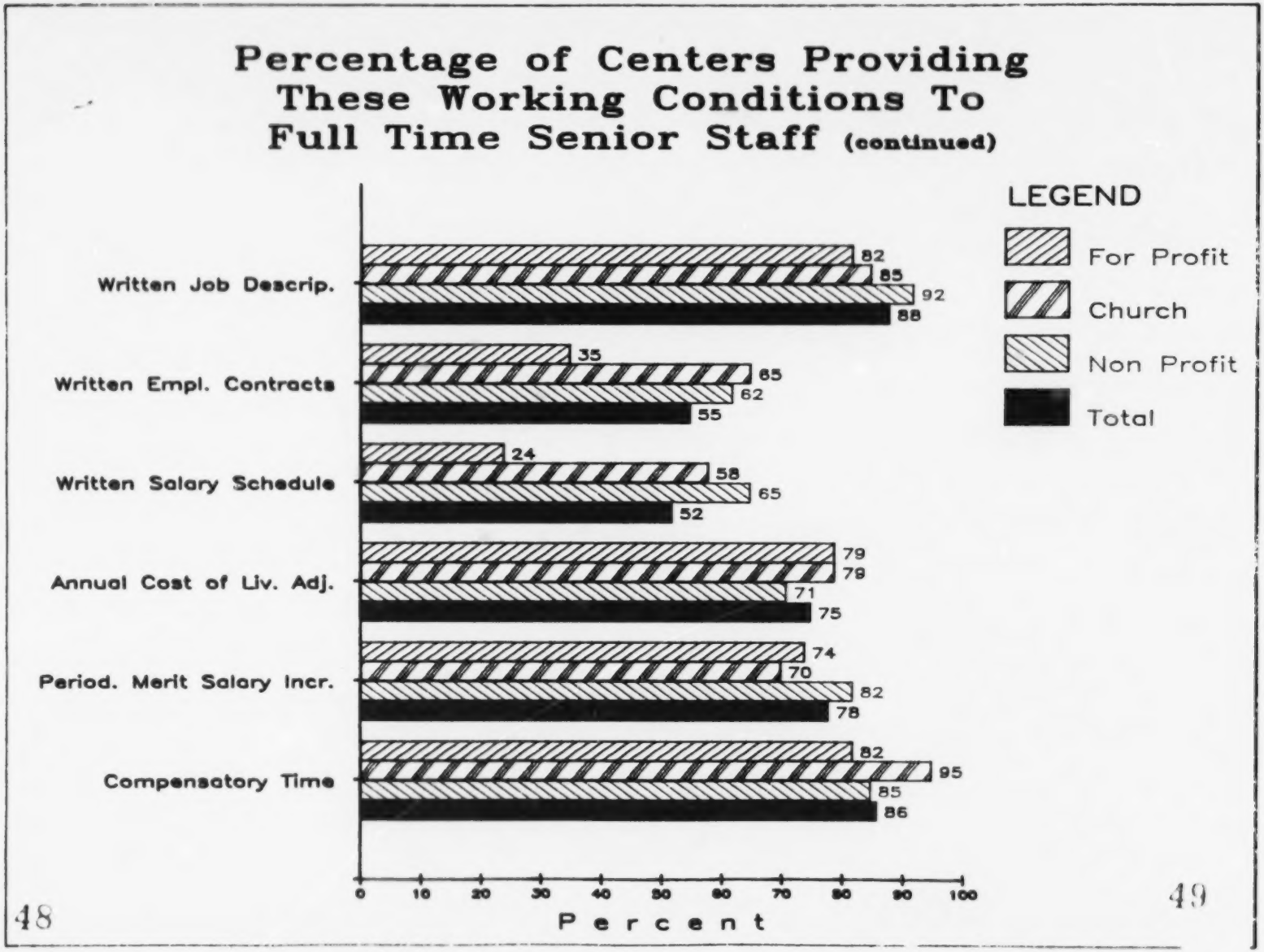

Percentage of Centers Providing These Working Conditions To Full Time Senior Staff
LEGEND
For Profit
Church
Non Profit
Total
Paid Breaks
68
79
64
67
Paid Lunch
50
56
38
44
Paid Prep./Plan. Time
74
65
77
74
Paid Attend. Staff Mtgs.
94
74
94
91
Formal Grievance Proced.
35
65
74
62
Paid On-Site Inserv. Train.
79
85
73
77
0
10
20
30
40
50
60
70
80
90
100
Percent

EXHIBIT IV-5


Percentage of Centers Providing These Working Conditions To Full Time Senior Staff (continued)
LEGEND
For Profit
Church
Non Profit
Total
Written Job Descrip.
82
85
92
88
Written Empl. Contracts
35
65
62
55
Written Salary Schedule
24
58
65
52
Annual Cost of Liv. Adj.
79
79
71
75
Period. Merit Salary Incr.
74
70
82
78
Compensatory Time
82
95
85
86
0 10 20 30 40 50 60 70 80 90 100
Percent
48
49

Benefits Provided To All Child Care Staff

Some information was gathered on reduced-fee child care benefits and paid attendance at conferences and workshops.

	For-Profit	Church	Non-Profit	Total
Paid to attend conferences/ workshops	88	96	94	93
Free or reduced-fee child care	86%	70%	77%	78%

Ninety-three percent (93%) of the (individual) centers said they paid for staff to attend child care conferences and workshops, a surprisingly high percentage, and 78% said they provided the very important benefit (to some staff) of free or discounted child care services for staff children.

Summary And Conclusions

1. Eighty-nine percent (89%) of the child care centers in Montgomery County provide legal holidays to full-time senior staff; 82% provide paid vacations as well as paid sick leave; and 31% provide maternity leave without pay.

   "Other non-profits" (not church-sponsored) generally offer twice as much vacation leave and sick leave as church-sponsored or for-profit centers (12 days of each vs. 5 or 6 days of each).

2. Overall, 80% of the centers provide paid or partially paid health insurance coverage to full-time senior staff, which is substantially higher, for every type of center, than the national figures posted in 1988. However, this figure varies considerably from one type of center to the next. Ninety-seven percent (97%) of the "other non-profits" offer it, followed by 65% of the church-sponsored centers and 56% of the for-profit centers.

   Although 12% of the senior staff have no health insurance at all, the majority (54%) have insurance through another source (usually their spouse), and (for whatever reason) only 34% are enrolled in the health insurance plan available at their own center.

3. Overall, 54% of the centers in Montgomery County provide (paid or partially paid) dental coverage to full-time senior staff; 28% provide retirement plans; 37% provide life insurance benefits; and 74% make some provisions for payment of pre-employment costs. The largest percentages are generally posted by non-profit centers not sponsored by churches.

4. Seventy-five percent (75%) of the centers provide annual cost of living adjustments to senior staff; 78% provide merit increases; 86% provide "comp time"; and 55% provide (written) employment contracts.

5. Finally, 78% of the centers surveyed say they provide the important benefit of free or reduced-fee child care to all child care staff. In this area for-profit centers posted the highest percentage (86%).

CHAPTER V

V. SENIOR STAFF ATTITUDES, JOB PLANS AND GENERAL COMMENTS

All the child care centers in Montgomery County were provided with special one-page questionnaires to distribute to senior staff members, who were asked to fill them out and mail them back in the stamped, return envelopes provided. Depending upon the particular question asked, approximately 280 to 290 of the returned questionnaries proved to have complete data. This special survey was an attempt to find out how senior staff felt about their present jobs.

As we have already noted, the typical (median) senior staff member responding to this survey had been working at the present center for 24 months, had been in the child care field for 5.5 years, held a 64-hour course Certificate and made $8.44 an hour.

(The latter figure is the average wage of all senior staff who completed the questionnaire, and differs somewhat from the average senior staff salaries reported by directors because the two groups are not identical.)

What Tends To Keep Senior Staff Working At Their Present Center

When asked, "What are the two most important things about your job at this particular center that tend to keep you working here?", most senior staff members said they (1) enjoyed the children or working with the children (26%), (2) enjoyed the staff they worked with (21%), or (3) liked the director(s) and/or felt the program was well-managed (11%). (Exhibit V-1)

The 516 answers tallied for this question are based on the twin responses in 258 usable questionnaires. Although a special effort was made to ask staff members what they liked about their job "at this particular center," most senior staff responded rather generally in terms of simply liking their jobs (working with children) or working with the other staff at the center.

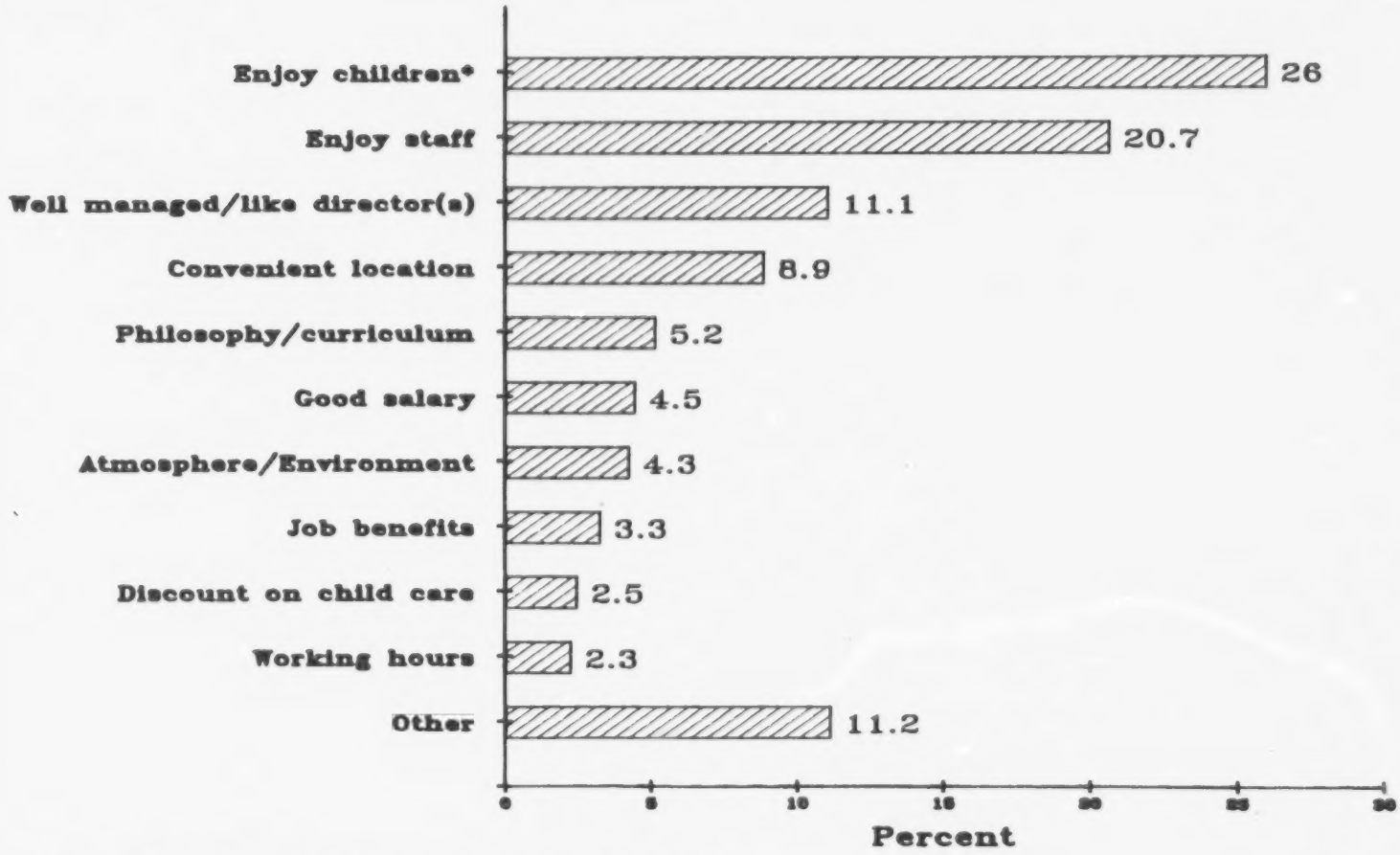
Many who said they liked the children added, as part of that particular answer, that they also liked working with the parents. Several staff who said they felt the program was well-managed mentioned the personal freedom they enjoyed working for their present managers or the support those managers gave them.

Many others (9%) liked the convenient location (which usually meant close to home); liked the center's philosophy, religious aspect, curriculum or policies (5%); thought their salary was good (4.5%); liked the "atmosphere" or "environment" (4%); liked their job benefits (usually the health coverage) (3%); or their discount on child care (2.5%) (often because they could be close to their own children).

Still others mentioned needing the job or the money; liking the facility, equipment or physical resources; the job experience they were getting; or the low student-teacher ratio.

EXHIBIT V-1.

What Tended to Keep Senior Staff In Their Present Jobs



*Staff often mentioned the parents too at this point.

Jobs Plans For The Coming Year

Most senior staff surveyed in the fall of 1990 (166 out of 266 or 62%) seemed to enjoy their jobs and had no plans to leave during the coming year. However, 38% (50 out of the 266 responding to this question) were either undecided (19%) or did plan to leave for something else (19%). (Exhibit V-2)

The 19% who planned to leave consisted mostly of senior staff who planned to get a child care job at a different center (13%). About 6% planned to change careers (get out of child care work) or go back to school to get more education.

Most of the senior staff planning to get a different child care job said they were leaving in order to make more money (41%); teach public school (or train for it) 18%; or start their own child care operation (14%). (Exhibit V-3)

Others said they were doing it to get better health benefits (9%); because they were moving to a different area (9%) or for some other reason (9%).

These are some of their reasons for seeking a different child care job:

- "Money and health benefits!".
- "I can make much more money subbing for the school district."
- "My position has a limited set of hours, with no benefits and with children it is a must to have insurance & money to survive."
- "I don't make enough money to live!"
- "It is very hard to live on $15,000 a year. I only bring home $840 a month, and my rent and bills total $560. I also do not like the fact that I have to work a part-time job after I finish a tiring day at the day care just to have a little extra cash."

Most senior staff planning to quit their job but not look for another child care job (at a different center) said they were doing it to make more money (32%), pursue a different career or go back for more schooling (16%) or start a family (12%). (Exhibit V-4)

Others said they wanted to start their own day care operation (8%), retire (8%), move to a different area (8%) or make a change for some other reason (16%).

These are some of the reasons those staff gave for pursuing different careers outside child care:

- "The only problem with this job is money. This job does not pay that much--you know how the prices are going up everyday. This kind of money we get out of this job won't let (us) survive."

EXHIBIT V-2

Senior Staff Plans

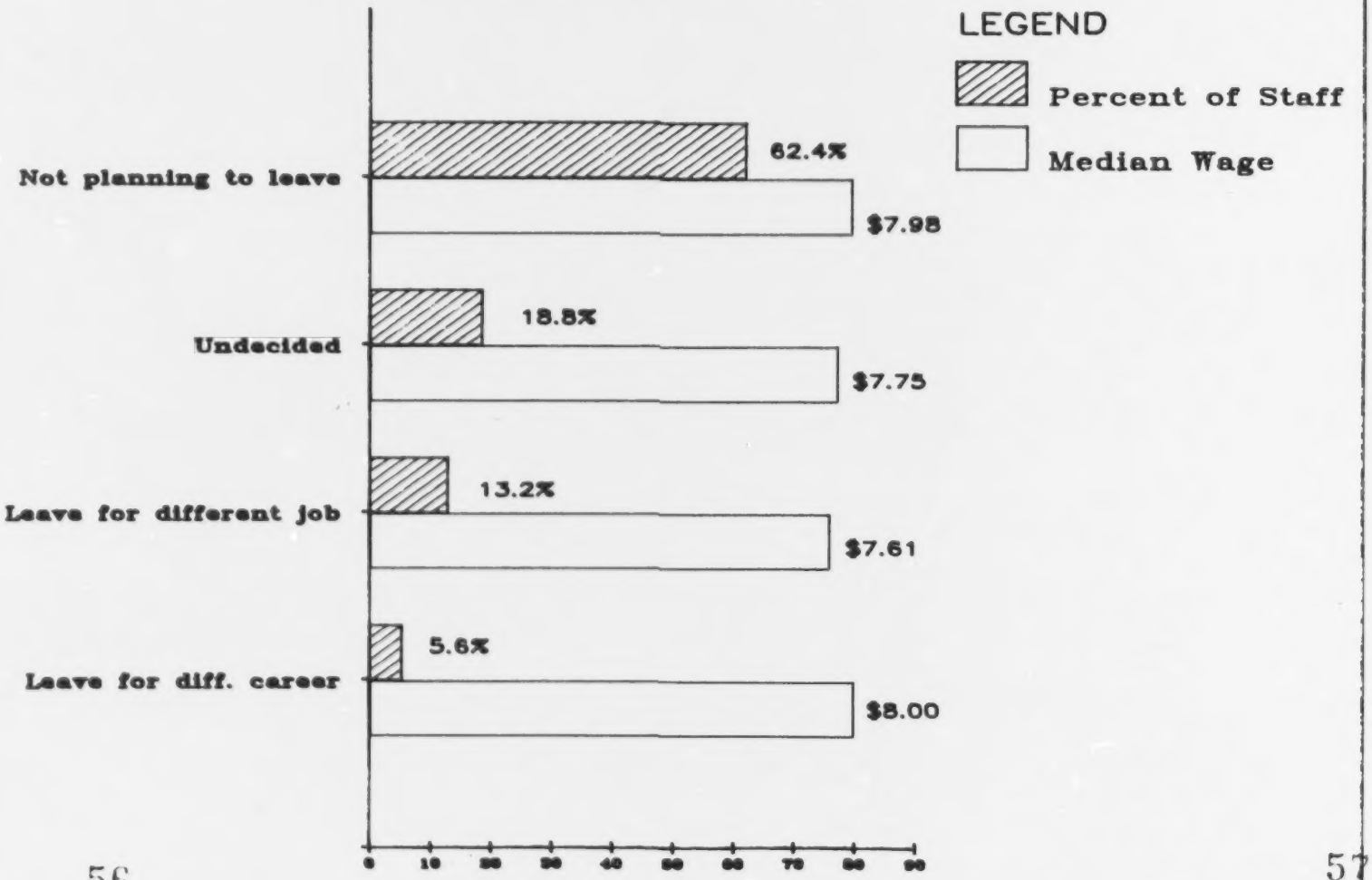


EXHIBIT V-3

Why Planning to Leave For Different Child Care Job (Senior Staff)

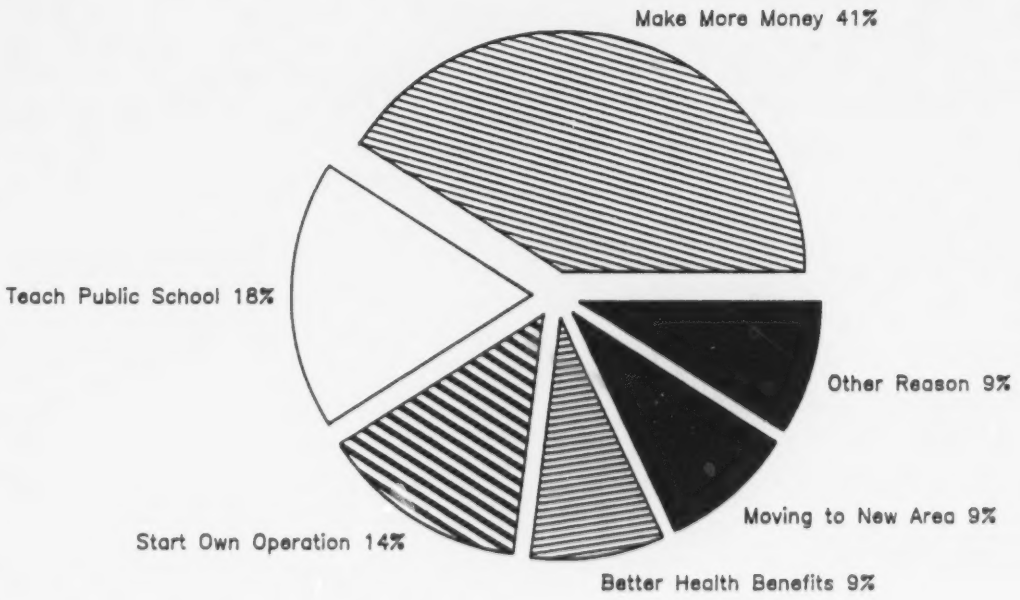
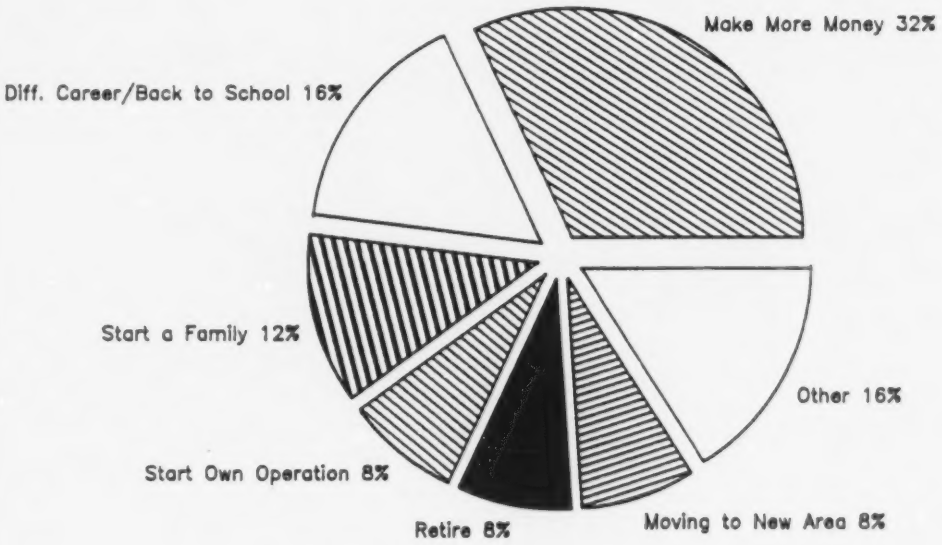

Make More Money 41%
Teach Public School 18%
Other Reason 9%
Moving to New Area 9%
Start Own Operation 14%
Better Health Benefits 9%

EXHIBIT V-4

Why Planning to Leave For Different Career (Senior Staff)



- "I received free child care which made my salary and daycare equal to what I could make in another field plus I could be with my children. Now that my youngest is in school it is no longer economically advantageous. I need to make more money and build a career for myself so that I can support myself and my children. Also, I would like more challenge."

- "The payment at child care centers is not commensurate with my qualifications and experience. The labor input far exceeds the financial output."

- "This field seems to encourage a high turnover rate by its lack of investment in its employees: Keeping budgets down entails cutting back on employee hours and not offering health insurance except to a few."

- "There are no real opportunities for advancement in the child care field. The pay is very limited and the benefits--none!"

Oddly enough, senior staff planning to leave to go back to school or enter an entirely different career made just as much money as senior staff planning to stay in their present jobs, but staff planning to get a different job in child care made about 37¢ an hour less, or $770 a year less.

Undecided staff generally made more money than those planning to get a different child care job, but less than those planning to stay in their job or change careers.

Senior Staff Comments

Senior staff were encouraged to add their own comments at the end of the special Senior Staff Survey forms. Eighty, or almost a third of these staff did add some additional comments to their questionnaire.

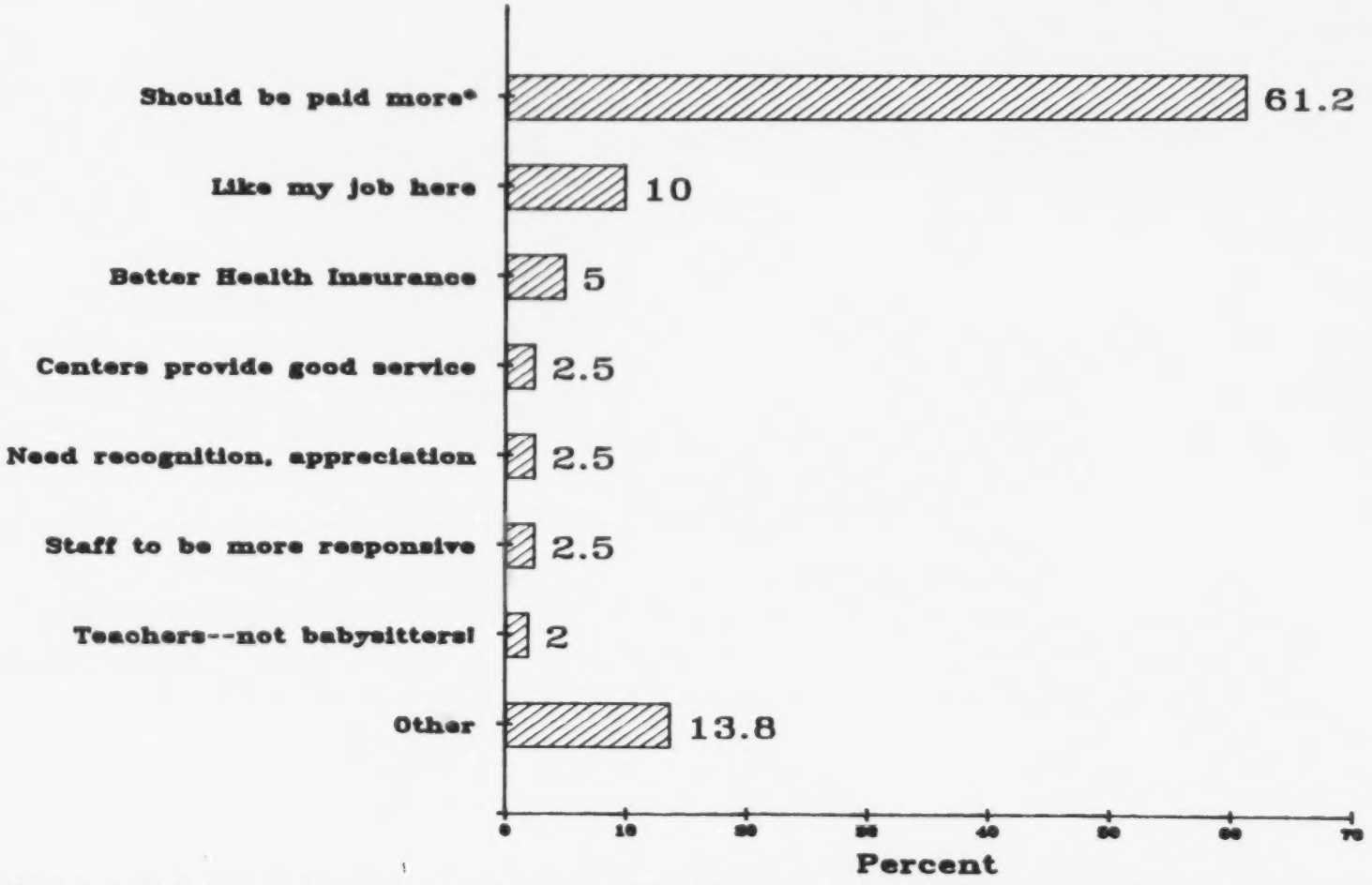
Ten percent (10%) of the senior staff who responded simply said that they really liked their present jobs, but the predominant feeling or comment was very clear: Sixty-one percent (61%) of the senior staff members who responded said they felt that child care workers should be paid more money.

Better health insurance benefits and vacation benefits were often mentioned in connection with better pay, and an additional 5% of the senior staff members said that child care workers should have better health benefits. (Exhibit V-5)

Those were the main comments cited. Some said that child care workers deserve more respect and recognition for their work. Several said, "We are teachers--not babysitters!" Some said staff need to be more sensitive to the needs of the children. Others said they felt that child care centers were providing a good service. Some said parents should spend more time with their children and that they should not be sending them back to the child care center when they are still recovering from an illness.

EXHIBIT V-5

Senior Staff Comments



*Better health insurance benefits were often mentioned here. Some also mentioned vacation leave.

Summary And Conclusions

1. The main things that tend to keep senior staff members working at their present child care centers are that they enjoy working with children (26%); enjoy the staff they work with (21%); like the way the program is managed (11%) or like the convenience of the location (9%), which usually means close to home.

2. Most senior staff surveyed in the fall of 1990 seemed to enjoy their jobs and had no plans to leave during the coming year. However, 19% were undecided and another 19% did plan to leave--two-thirds of them for a different child care center and one-third of them to change careers or go back to school.

   Those planning to leave for a different child care job usually said they were doing it in order to make more money (41%); teach public school or train for it (18%); start their own child care operation (14%); or get better health benefits (9%). (Public school teachers make substantially more money than private school teachers or child care workers.)

   Those planning to leave child care and change careers usually said they planned to leave in order to make more money (32%), pursue a different career direction (16%) or start a family (12%). However, 8% said they wanted to start their own child care operation.

3. Montgomery County senior staff planning to change careers or stay in their present jobs tend to make more money than those who are undecided or planning to leave for a job at another center.

4. When senior staff were asked if they wanted to add any additional comments, there was one response that overshadowed all the others. Most (61%) said they felt that child care workers should be paid more money. Better health insurance benefits and vacation benefits were often mentioned in this connection.

APPENDIX A

REFERENCES CITED IN TEXT

1. Marcy Whitebook, et al., Executive Summary of The National Child Care Staffing Study, Child Care Employee Project, Oakland, California, 1989.

2. "The 1989 Summary of Child Care Center Salaries, Benefits, and Working Conditions", The Child Care Employee Project Survey Summary 1989, Child Care Employee News magazine, Volume 8, Number 4, 1989.

3. Marcy Whitebook and Robert C. Granger, "Mommy, who's going to be my teacher today?": Assessing Teacher Turnover, Young Children, May 1989.

4. Victor R. Fuchs, "Economics Applies to Child Care Too", The Wall Street Journal, Monday, April 2, 1990.

5. Working, But Still Poor, The Characteristics, Job Prospects and Salaries of the Working Poor in Montgomery County, Montgomery County Government, Department of Family Resources, Rockville, Maryland, November 1990.

6. Karen Banks, Ph.D., "Child Care's Revolving Door".

APPENDIX B

MONTGOMERY COUNTY COMMISSION ON CHILD CARE
AND
DEPARTMENT OF FAMILY RESOURCES

CHILD CARE CENTER SURVEY

Directions: If a question does not apply exactly to your situation, please give the best answer you can and write an explanation.

1. What type of center do you operate? (Circle one)

   A. For–profit chain
   B. Independent for–profit
   C. Church sponsored non–profit
   D. Under HOC auspices
   E. Under Montgomery College
   F. Other non–profit

2. What ZIP CODE is your center located in? ____ ____ ____ ____ ____

3. What is the *licensed capacity* of your child care center? _____

4. How many child care staff (including Directors) did your center have on its payroll a year ago on October 1, 1989? (Do not include clerical workers, temporary substitutes, etc.)

   _____

5. How many of *those same* child care workers left during the past year? (Up through October 1, 1990) _____

6. Does your center provide free or reduced–fee child care for child care staff? (Circle one)

   A. Yes B. No

7. Does your center pay for child care staff to attend child care conferences and workshops? (Circle one)

   A. Yes B. No

8. On the chart below, please (1) post the hourly wages* of all your regular child care staff, (2) check what position they occupy (see definitions at bottom of page), and (3) check the highest educational degree they hold:

	Job or Position					Highest Degree Held				
Hourly Wage	Director	Director Teacher	Senior Staff	Group Leader	Aide	MA/ Ph.D	BA/ BS	AA	64 Hr Certif.	All Others
$										
$										
$										
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*To get hourly wages, divide the gross pay period earnings by the number of work hours in the pay period.

DIRECTOR: Center administrator scheduled to teach five or fewer hours a week.
DIRECTOR–TEACHER: Center administrator regularly scheduled to teach more than five hours a week.
SENIOR STAFF: Responsible for a single group of 0–5 year old children.
GROUP LEADER: Responsible for a single group of school–age children.
AIDE: Works under supervision of Senior Staff or Group Leader.

---

9. What would your typical (hourly) starting wage be for a new employee in this job who meets the minimum qualifications for the position:

A. Director? $ _____ per hour

B. Director–Teacher? $ _____ per hour

C. Senior Staff? $ _____ per hour

D. Aide? $ _____ per hour

E. Group Leader? $ _____ per hour

10. How many of these staff positions were *vacant* as of October 1, 1990?

Vacant Senior Staff positions: _____ out of _____ (Total positions)

Vacant Group Leader positions: _____ out of _____ (Total positions)

11. During the past year, how many weeks did it usually take your center to fill:

A vacant Senior Staff position? _____ weeks

A vacant Group Leader position? _____ weeks

12. How many *days* of leave each year does your center usually provide to *full time* Senior Staff who have already been on the job for at least six months? ("Full time" means 35 hours a week or more.)

	Number of Days
A. Paid legal holidays	_____
B. Paid vacation days	_____
C. Paid sick leave days	_____
D. Paid maternity/paternity leave days	_____
E. Unpaid maternity/paternity leave days	_____

13. What other benefits does your center provide to *full–time* Senior Staff who work 35 hours a week or more? (Check all that apply)

	(A) Fully Paid	(B) Partially Paid	(C) Not Paid But Available
Pre–employment Costs (physical, fingerprinting, etc.)	[ ]	[ ]	[ ]
Health Coverage	[ ]	[ ]	[ ]
Dental Coverage	[ ]	[ ]	[ ]
Life Insurance	[ ]	[ ]	[ ]
Pension or Retirement Plan	[ ]	[ ]	[ ]

14. Does your center provide the following to *full–time* Senior Staff (35 hours a week or more).

A. Paid breaks	[ ] Yes	[ ] No
B. Paid lunch	[ ] Yes	[ ] No
C. Paid preparation/planning time	[ ] Yes	[ ] No
D. Paid for attending staff meeting	[ ] Yes	[ ] No
E. Written job description	[ ] Yes	[ ] No
F. Formal grievance procedure	[ ] Yes	[ ] No
G. Written employment contracts	[ ] Yes	[ ] No
H. Written salary schedule	[ ] Yes	[ ] No
I. Annual cost of living adjustment	[ ] Yes	[ ] No
J. Periodic merit increases in salary	[ ] Yes	[ ] No
K. Compensatory time (time off or financial compensation for overtime)	[ ] Yes	[ ] No
L. Paid for attending on–site inservice training	[ ] Yes	[ ] No

15. Do you accept vouchers from the Department of Social Services (DSS) or Working Parents Assistance (WPA) program as payment for child care? (Circle one)

A. Yes B. No

IF YES:

(1) About how many of the children in your center are funded through DSS or WPA vouchers? (Circle one)

A. None B. A quarter of them C. Half of them

D. Three–quarters of them E. All of them

(2) Do you charge parents who use vouchers the difference between their voucher reimbursement rate and your regular tuition rate? (Circle one)

A. Yes B. No C. Charge part of the difference

16. Following are charts with various full–time and part–time schedules. Please tell us your fees for each type of schedule and each group of children that applies to your center.

Full Day/Full Time:

Age Group	$/Day	$/Wk	$/Mo
0-6 Months			
7-12 Months			
13-23 Months			
2 year olds			
3 year olds			
4 year olds			
5 year olds (not kdg.)			

Part Day/Full Week:

Age Group	$/Day	$/Week	$/Mo
0-6 Months			
7-12 Months			
13-23 Months			
2 year olds			
3 year olds			
4 year olds			
5 year olds (not kdg)			

Full Day/Part Week:

Age Group	$/Day
0-6 Months	
7-12 Months	
13-23 Months	
2 year olds	
3 year olds	
4 year olds	
5 year olds (not kdg.)	

Part Day/Part Week:

Age Group	$/Day
0-6 Months	
7-12 Months	
13-23 Months	
2 year olds	
3 year olds	
4 year olds	
5 year olds (not kdg)	

School-age Fees:

Schedule	$/Day	$/Week	$/Mo
B or A 1/2 Day			
B & A 1/2 Day			
Before School			
After School			
B & A School			
Full-time Summer			

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17. We would like to determine the total number of children in child care during the week of *October 22, 1990*. Please fill in the chart below with the number of children you have *enrolled* in the categories closest to the age groups you serve. *Do not count any child more than once.*

Age Groups	Full-time Number Enrolled (5 days a week for 6 1/2 hours or more a day)	Part-time Number Enrolled (less than 6 1/2 hours a day or 1 to 4 days a week)
up to 24 months old	[ ]	[ ]
2 year olds	[ ]	[ ]
3 and 4 year olds & 5 year olds		
not enrolled in kindergarten	[ ]	[ ]
Kindergarteners	[ ]	[ ]
6 up to 8 year olds	[ ]	[ ]
8 up to 10 year olds	[ ]	[ ]
10 up to 12 year olds	[ ]	[ ]
12 years and over	[ ]	[ ]

18. Please fill in the following chart with the number of vacancies you had during the week beginning *October 22, 1990*. Use the categories closest to the age groups you serve. Do not count any vacancy in more than one category.

Age Groups	No. of Full-time Vacancies (5 days a week for 6 1/2 hours or more a day)	No. of Part-time Vacancies (less than 6 1/2 hours a day or 1 to 4 days a week)
up to 24 months old	[ ]	[ ]
2 year olds	[ ]	[ ]
3 and 4 year olds & 5 year olds		
not enrolled in kindergarten	[ ]	[ ]
Kindergarteners	[ ]	[ ]
6 up to 8 year olds	[ ]	[ ]
8 up to 10 year olds	[ ]	[ ]
10 up to 12 year olds	[ ]	[ ]
12 years and over	[ ]	[ ]

THANK YOU FOR PARTICIPATING IN THIS SURVEY!

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APPENDIX C

MONTGOMERY COUNTY COMMISSION ON CHILD CARE

SENIOR STAFF SURVEY

This confidential survey of Senior Staff is part of a larger survey being conducted by the Department of Family Resouces and the Commission on Child Care. You can help us document child care wages and working conditions in Montgomery County. Please fill out this form and mail it back to us in the attached postage-paid envelope by Wednesday, November 21, 1990. Postage had been paid by GEICO, a local business, as a donation to this project.

Thank you for your participation.

How long have you been working at your present child care center?

_____ Years _____ Months

How long have you been working in the child care field?

_____ Years _____ Months

Please check the highest degree you have received:

[ ] High school diploma and 64-hour certificate or some college

[ ] AA degree

[ ] BA or BS degree

[ ] MA or Ph.D. degree

How much money do you make per hour? $ _____

Do you have health insurance?

[ ] No, do not have health insurance

[ ] Yes, through child care center where I work

[ ] Yes, through another employer

[ ] Yes, with my spouse

[ ] Yes, with my parent(s)

[ ] Other source (specify)

_____

What are the two most important things about your job at this particular center that tend to keep you working there? (Please be specific.)

(1st) _____

_____

(2nd) _____

_____

Are you planning to get a different child care job or leave the child care field during this coming year?

[ ] Yes [ ] No [ ] Undecided

If yes:

(1) Would you be leaving for:

[ ] a different job in child care? Or

[ ] a different job outside the field of child care?

(2) Why are you planning to leave? (Please be specific.)

_____

_____

_____

PLEASE ADD ANY COMMENTS YOU WOULD LIKE TO SHARE WITH US IN THE REMAINING SPACE. THANK YOU FOR YOUR HELP!

APPENDIX D

Montgomery County Government

October 29, 1990

Dear Child Care Center Administrator:

We need your help!

The Commission on Child Care and the Department of Family Resources have decided to conduct a special survey to document child care wages and staff turnover in Montgomery County. For your convenience, we have combined this with the fee and enrollment survey conducted every fall by Child Care Connection.

The salary and staff turnover data will be analyzed by the Division of Program Development and Planning in the Department of Family Resources. Fee and enrollment data will be analyzed by Child Care Connection.

Please help us collect this important information by filling out the Child Care Center Survey and mailing it back in the enclosed envelope.

We also ask that you distribute one copy of the Senior Staff Survey and one return envelope to every staff person who is responsible for a group of pre-school children. This second piece is a very brief questionnaire for Senior Staff only.

We need to get all responses back by Wednesday, November 21st, so that we can begin tabulating them. All responses will be kept confidential and no individual child care centers or staff will be identified in the published reports.

If you have any questions about this survey, please contact Beth Molesworth in the Child Care Division at 279-1260.

We are counting on you to help us out in this joint effort. There is no way we can document the low level of child care salaries and the problems you face in getting staff unless everyone pitches in and responds with the necessary information. GEICO, a local business, has generously donated the printing, postage and mailings.

Sincerely,

Fran Abrams, Chair
Economic Issues Committee
Commission on Child Care

Bunny Smith, Chief
Child Care Division
Dept. Family Resources

Pam Humphrey, President
Organization of Child
Care Directors

Department of Family Resources, Commission on Child Care

Office: 401 Fleet Street, Rockville, Maryland 20850, Voice 301/217-1175, TDD 301/217-6505
Mailing Address: 101 Monroe Street, Rockville, Maryland 20850-2589

PRIZES!

To encourage you to participate in this survey, we are holding a drawing for prizes to be awarded to child care center directors who return their questionnaires. Prizes include brunches for two at elegant local hotels.

If you would like your name included in the drawing for a prize, please fill out the bottom portion of this page, tear it off, and enclose it in the same envelope as your questionnaire. To assure your confidentiality, we will separate this form from the questionnaire and place it in the drawing before any data entry is begun.

The drawing will take place at a meeting of the Commission on Child Care. Only those directors who return their questionnaires by the deadline of Wednesday, November 21, 1990, are eligible for prizes.

Thank you again for participating!

Name _____

Address _____

_____

Zip Code

Daytime Phone _____ Evening Phone _____

Winners will be notified by phone.

Department of Family Resources
Division of Program Development and Planning
101 Monroe Street
Rockville, Maryland 20850-2589
Voice (301) 217-1208/TDD (301) 217-1246